

WORLD NEWS

KOSOVO CRISIS

WAR IN EUROPE NATO SEES EVIDENCE OF CRACKS IN YUGOSLAV LEADERSHIP ■ ALLIANCE DENIES PLANNING CONTESTED INVASION ■ EU STARTS PREPARATIONS FOR BALKANS STABILITY PACT

Draskovic urges end to 'lying'

By Stefan Wagstyl
in London and
Peter Norman in Luxembourg



Nato leaders yesterday seized on ground-breaking remarks by Vuk Draskovic, the Yugoslav deputy prime minister, in which he told his own government to stop "lying", as evidence of cracks in the Belgrade leadership.

However, diplomats warned against reading too much into the words of a political maverick and former opposition leader with limited power and support.

Speaking on Belgrade's Studio B television on Sunday, Mr Draskovic said: "People who lead this country must say clearly where we stand... They must say what will be left of Serbia in 20 days if the bombing continues." He called on Yugoslav leaders to "stop lying to the people in Serbia, and finally tell them the truth." He said: "The people should be told that Nato is not factoring a breakdown, that Russia will not help Yugoslavia militarily, and that world public opinion is against us."

Referring to current peace initiatives, Mr Draskovic raised hopes at Nato headquarters of splits in the Belgrade leadership. "The statements... show that there are senior members of the Yugoslav government that are beginning to recognise the reality of the situation Yugoslavia is in," said Jamie Shea, Nato spokesman.

Joschka Fischer, the German foreign minister and chairman of yesterday's meeting of European Union foreign ministers in Luxembourg, gave Mr Draskovic's comments a cautious welcome. He said the comments were a sign that parts of the Serbian leadership were beginning to realise the gravity of their situation and were beginning to think of what must follow the ethnic war waged in Kosovo.

A spokesman for Tony Blair, the UK prime minister, was more blunt. "There is clearly outright dissent right at the heart of Milosevic's regime. Milosevic is losing it," he said.

Carlo Westerholt, the international high representative in Bosnia-Herzegovina, was more circumspect. He said Mr Draskovic's comments were a "symptom" of how internal criticism of the Milosevic regime was emerging in Serbia.

Regarding the peace initiatives, Mr Draskovic said he was speaking within the permission of Slobodan Milosevic, Yugoslav president. The implied criticism of the rest of his comments was, however, clear.

Mr Draskovic's comments raised hopes at Nato headquarters of splits in the Belgrade leadership. "The statements... show that there are senior members of the Yugoslav government that are beginning to recognise the reality of the situation Yugoslavia is in," said Jamie Shea, Nato spokesman.

Joschka Fischer, the Ger-

Britain discounts plan for invasion

By David Beeson in Washington

George Robertson, the UK defence secretary, yesterday explicitly discounted any intention of Nato's part to mount a wholesale, organised, opposed invasion of Kosovo". Mr Robertson's comments in London followed the Nato summit in Washington, at which Britain had tried to get its 18 fellow Nato allies to think ahead to circumstances in which Nato troops might enter Kosovo, without reference or agreement from Slobodan Milosevic, Yug-

oslav president, but with his army unable any longer to put up much resistance.

Nato said yesterday it would soon have 23,000 allied troops in Macedonia and Albania, but governments denied that this amounted to any preparation by stealth of a force to invade Kosovo against hostile Serb troops.

Giving the latest tally of allied deployments, Jamie Shea, Nato spokesman, said British and German reinforcements would soon bring the number of troops in Macedonia to 15,000. The expand-

ing refugee operation in Albania would raise the total of troops from European members of Nato to 7,300.

While the US is increasing its contingent there to 5,300, ostensibly to protect its Apache helicopter force and its MLRS rocket systems.

Nato has long planned a peacekeeping force of around 23,000 troops to enter Kosovo after a peace settlement. The imminent early arrival of this number of troops has raised the question of whether Nato is quietly mobilising the withdrawal for an early, opposed

entry into Kosovo.

However, Tony Cordesman of the Centre for Strategic and International Studies in Washington, said he saw no sign of "the dedicated forces required for offensive operations" with adequate air support, heavy artillery and armour, or of "the logistics needed for the expansion of ports and airfields that would be required."

The reason why the US was putting in so many troops to guard a mere 24 Apache helicopters was that the latter would be based

near the Kosovo border, and needed to deter any Serb incursion, he said.

A senior US administration official said the US remained "less interested than some of our allies" in exploring the feasibility of putting forces in Kosovo before a final peace deal.

The official also clarified that while the Nato military had been asked to update its assessments last year for an Operation Force Entry, the military would keep its reassessments to itself until or unless Nato ambassadors in Brussels asked for them.

Shadow falls over region's economies

Investor confidence has been seriously eroded, write Stefan Wagstyl, Kerin Hope and Arkady Ostrovsky

From the spas of Slovenia to Bulgaria's beaches, the Kosovo conflict is casting a shadow over the economies of the Balkans.

Outside Yugoslavia, the most serious economic disruption is occurring closest to Kosovo, in Albania and Macedonia, which together have been flooded by nearly 500,000 refugees.

Bulgaria is also suffering badly, mainly from the closure of direct transport routes through Serbia to the rest of Europe.

Across the region, tourist companies report cancellations. Bankers warn of a likely decline in foreign investment, an increase in borrowing costs, and difficulties for governments with privatisation programmes.

"A number of neighbouring countries are already being quite severely affected," says Nicholas Stern, chief economist at the European Bank for Reconstruction and Development.

Miravay Radev, the Bulgarian finance minister, put it more bluntly. "Investors' confidence has gone and there might be quite a time lag before it is restored."

Beyond the Balkans, the war's impact is slight. Last year's Russian crisis had already blown away the economic froth from the region. Both in central Europe and in the former Soviet Union, economic ties with the Balkans are limited. As Leszek Balcerowicz, the Polish finance minister, says: "We have few economic ties with the former Yugoslavia."

Within the Balkans, the damage is difficult to quantify but could be of the order of 1 per cent of gross domestic product for Bulgaria, Bosnia and Croatia, assuming the conflict lasts to the end of the year. For Albania and Macedonia, the negative effect of disruption is offset, at least partially, by economic activity generated by the refugees. Albania's 3m population has been swollen by 15 per cent. The estimated \$800m cost of caring for the refugees until the end of the year - to be met mostly by foreign aid - amounts to almost a quarter of GDP. The figures for Macedonia are smaller but still sizeable.

However, this extra demand could do as much harm as good by distorting the economy, for example, by driving up prices for some services such as road transport. Meanwhile, normal business is being depressed by uncertainty. Banks say hard currency is

Neighbours

	Population	GDP per capita	Tourism earnings
Albania	3.2m	\$700	
Bosnia and Herzegovina	4.2m	\$972	
Croatia	4.5m	\$4,477	\$2.7bn
Hungary	8.4m	\$4,727	\$2.5bn
Macedonia	2.1m	\$1,663	\$14.7m
Romania	22.5m	\$1,597	\$161m
Slovenia	2.0m	\$9,626	\$17.6m

running short as Albanians transfer funds overseas. Macedonian bankers report a similar rush for the door.

Manufacturing in Macedonia is particularly badly hit as it was closely tied to Serbia, which accounted, for example, for 65 per cent of output in metal processing.

Agricultural exporters are also suffering. Producers in Macedonia and Bulgaria are hard hit by the closure of roads through Serbia, which forces drivers to take a long detour through Romania.

Gjorgi Ievski, a Macedonian vegetable exporter, said: "The cost of shipping a truck load of early tomatoes has doubled and quality's suffering because of the longer journey." His produce travels through Bulgaria and Romania, where the waiting time at the only bridge across the Danube is seven days.

Macedonia sent 65 per cent of exports to Serbia or via Serbia to more distant European markets. For Bulgaria, the figure was 50 per cent. Air is an expensive alternative, possible only for high-value goods. Alexander Bozhkov, Bulgarian deputy prime minister, says the country is losing up to \$1.5m a day in exports, or about 10 per cent of the total.

The Danube river route is impassable, blocked by the wreckage of bridges bombed by Nato. The closure particularly affects Romania, which

has a substantial heavy industry producing metals, chemicals and other bulk goods. "Exports to western Europe will be seriously affected," says Panagiots Vourloumis, chairman of Banca Bucuresti, a Greek-controlled Romanian bank.

Bosnia is already seeing signs of post-war reconstruction projects as key western officials postpone visits. Like Bulgaria and Croatia, Bosnia has an ambitious privatisation programme in which foreign investors were expected to play a key role.

In Croatia, where the government is hoping to secure up to \$1bn for 25 per cent of Hrvatske Telekomunikacije, the telecommunication utility, advisers say the Kosovo war could affect pricing.

Bulgarian operators are more optimistic. "People are calling and asking lots of questions. But Bulgaria is clearly a much safer place just now than the Adriatic coast," says Boyan Manev, managing director of Bulgaria-based Sunshine Tours.

Foreign investment programmes are being hit. Bulgaria, which is in the midst of widely praised economic reforms, is bracing itself for a sharp drop. Mr Bozhkov estimates direct investment could be less than half the target planned for 1999. Negotiations on the sale of a 51 per cent stake in BTG, the state telecoms operator, to KPN of the Netherlands and Greece's OTE, are back on track after a slowdown of

several weeks. But an Ota official said: "The deal is running behind schedule, and the war doesn't make for a comfortable negotiating situation."

Bosnia is already seeing signs of post-war reconstruction projects as key western officials postpone visits. Like Bulgaria and Croatia, Bosnia has an ambitious privatisation programme in which foreign investors were expected to play a key role.

In Croatia, where the government is hoping to secure up to \$1bn for 25 per cent of Hrvatske Telekomunikacije, the telecommunication utility, advisers say the Kosovo war could affect pricing.

The only relief in external financing is that the International Monetary Fund and other multilateral agencies have pledged to look sympathetically at crisis-induced pleas for help. They also seem to be treating "normal" requests more favourably.

Last week, Romania secured an agreement in principle for a much-delayed \$500m standby credit.

Longer term, companies in the Balkans can look forward to internationally financed reconstruction, running into billions of dollars.

Europe's poorest corner could the secure the capital it desperately needs. But, with the bombers still overhead, that prospect seems a long way off.

Sanctions against Belgrade tightened

By Peter Norman in Luxembourg

European Union foreign ministers yesterday decided to toughen sanctions against Yugoslavia and start preparations on a stability pact for south-east Europe to bring peace, order and democracy to the Balkans after the war.

As a first step to integrating the region into what a ministerial statement called "Euro-Atlantic structures", the EU will convene an international "Conference on South-Eastern Europe" in Bonn on May 27.

The ministers decided the ban on the sale of oil and petroleum products, formulated last week, should enter into force no later than Friday and agreed seven further measures to be adopted quickly.

The sanctions partly targeted the family and associates of Slobodan Milosevic, Yugoslav president, and partly closed loopholes in measures agreed last year to halt export credits and investment flows to Yugoslavia.

The ministers took up a Dutch call for a sporting ban. However, because of the Union's limited competence in this area, it was couched in terms of "encouragement to member states and sporting organisations not to organise international sporting events with the participation of Yugoslavia rather than an outright prohibition."

Mr Milosevic, his associates and senior officials of the Yugoslav and Serbian governments are also subjected to a travel ban. An existing freeze on Serbian and Yugoslav funds abroad was extended to cover individuals linked to Mr Milosevic and companies linked to the two governments.

In a further loophole-closing measure, the ministers agreed a "comprehensive" flight ban between the EU and Yugoslavia.

At the same time, the EU took pains to support the democratically elected government of Montenegro, which is a member of the Yugoslav federation, as well as Albania and Macedonia, the neighbouring states hardest hit by the Kosovo refugee crisis. The ministers supported upgrading the EU's relations with Albania and Macedonia in the direction of association agreements.

The ministers also gave a boost to Ibrahim Rugova, the moderate leader of the ethnic Albanians in Kosovo, inviting him to address their meeting next month.

Ethnic tensions stir in Macedonia

By Robert Wright in Skopje

As Gerim Aliu looked on silently, mourners started to discuss exactly how his son, Mijudin, died. Could prompt medical attention have saved him? They would never know. What was clear, however, was that Mijudin's death from battle wounds has turned the obscure 25-year-old Macedonian Albanian into a martyr.

Mijudin was the first Macedonian Albanian volunteer to die fighting for his ethnic kindred in Kosovo. A week after the April 18 funeral, there has been no let-up in the stream of visitors arriving to pay their respects.

A couple of kilometres down the road from Mijudin's home village of Recica, in the centre of Tetovo, Macedonia's second biggest town, Macedonian Slavs viewed Mijudin's death rather differently. When asked about his death, Aleksandar Stefanovski, owner of the Maestro bar, frequented by Slavs, said: "All Macedonia is nervous, so my clients are nervous."

There are fears that Nato indirectly supports plans for a greater Albania'

to whose weapons they were.

The find has raised fears in Lojane that pro-Serb elements of the governing coalition, is calling for even more enthusiastic government support for Nato, risking exacerbating tensions between Nato and the Macedonian Slavs.

All sides in Macedonia profess the belief that the country's tensions will flare into the kind of full-scale war seen elsewhere in former Yugoslavia. They point to the involvement of the country's 25 to 30 per cent Macedonian minority in the government as a hopeful sign. Nor is the minority suffering the kind of oppression which led to the Kosovo war. The risk, however, remains that Gerim Aliu will not be the last father left grieving.

While Nato supports the Macedonian government's policy of calming these tensions and securing Macedonia's survival as a state, some observers believe Nato's increased involvement risks further difficulties.

The fiercely differing views of two communities living in such proximity are a warning of the entanglements that await Nato as it strengthens its security guarantees to Macedonia.

White, Macedonian

An estimated 3,000 ethnic Albanian Kosovars yesterday arrived in Macedonia, marking the latest surge in refugees arriving in the overstuffed republic.

According to the United Nations High Commissioner for Refugees, this was an increase on the previous day's total of 2,330 and followed an almost complete halt in refugee arrivals last week.

FOR SALE: Boeing 727-29C corporate/executive jet with Boeing side cargo door. Interior fully refurbished 1992. bedroom, bathroom(3), salon, dining area, extended galley. TT: 27,910. TC: 21,655. MTOW: 169,000 lbs.

Contact Bob Kremer at

SH&E, International Air Transport Consultancy

Phone (USA): 212.682.8455, Fax: 986.1825

E-Mail: bkr@sh-e.com

FT correspondent expelled

Guy Dinmore, the Financial Times correspondent in Belgrade for more than two years, has been expelled from Yugoslavia. No explanation was given when he was asked to leave within 24 hours late on Saturday.

The new arrivals will add to pressure on already overcrowded refugee camps in Macedonia. Many of the arrivals at Blace were in a distressed state or requiring medical attention. The refugees were put on to crowded buses to be taken to nearby refugee camps or were accommodated in the small, overcrowded transit centre, which has been established at Lojane, to the east of

Blace, and were accommodated with local families. However, the pressure of arrivals now appears to be mainly concentrated on Blace, with another border crossing at Jazincic further west, now almost deserted. There is speculation the area across the border from Jazincic may be almost empty of inhabitants and may have been militarised by Yugoslav forces.

The new arrivals will add to pressure on already overcrowded refugee camps in Macedonia. Many of the arrivals at Blace were in a distressed state or requiring medical attention. The refugees were put on to crowded buses to be taken to nearby refugee camps or were accommodated in the small, overcrowded transit centre, which has been established at Lojane, to the east of

Jazincic further west, now almost deserted. There is speculation the area across the border from Jazincic may be almost empty of inhabitants and may have been militarised by Yugoslav forces.

The bridge had been damaged in three previous attacks. Nato has said it was destroying bridges in Serbia's second largest city to prevent troop deployments south to Kosovo.

Jesse Jackson to Belgrade

The Rev Jesse Jackson,

the civil rights activist and

former presidential

candidate, is going to

lan for invasion

CONCERN OVER TOKOBANK LIQUIDATION

EBRD hits at Russia over bank reform

By John Thornhill
in Moscow

The European Bank for Reconstruction and Development yesterday rebuked the Russian government for failing to restructure the crisis-torn banking sector.

The EBRD, the biggest foreign investor in Russia, also attacked the way in which Tokobank, one of Russia's largest commercial banks, was being liquidated, branding the process a "disgrace".

David Hexter, an EBRD director, said: "We are deeply distressed by the way the liquidation of Tokobank is taking place. It does not respect creditor rights. It does not respect shareholder rights. It is a model of how not to conduct a liquidation."

"The deeds which are being done at this point in time are deeply damaging to the restoration of confidence in the Russian banking system," he told a press conference in Moscow.

The EBRD bought a 35% equity stake in Tokobank in 1994 in an attempt to help the development of Russia's fledgling financial institutions.

But the EBRD said its shareholders' rights had been trampled upon after Tokobank was put into bankruptcy last September following Russia's devastating financial crash.

Mr Hexter alleged a predator bank had orchestrated a campaign to strip assets out of Tokobank while it was being run by a temporary administrator.

Mr Hexter refused to name the predator but claimed it was a "significant Moscow-

based bank with a large holding in Tokobank".

The EBRD's efforts to defend its rights in the courts had largely been frustrated. "It is not a question of law. It is a question of the application of the law," Mr Hexter said.

Yevgeny Primakov, prime minister, recently vowed to crack down on Russia's "banking bums", promising to remove licences from troubled banks and open up the sector to strong foreign operators.

But the EBRD claimed the Russian government was still in a state of denial about the scale of the problem, pointing to a World Bank study that estimated the country's top 50 banks had between \$10bn and \$15bn of negative equity.

The delays in implementing a comprehensive restructuring plan for Russia's 1,500 banks have enabled many of them to transfer their remaining assets to other financial structures while leaving their liabilities to their creditors.

In some cases the unpaid staff of failed Russian banks have ripped out furniture and computers from their offices and sold them on the streets.

Russian bankers argue the government was largely to blame for the collapse of the banking system after it defaulted on its domestic Treasury bills (GKO) in August.

They claim it is essential to transfer assets and accounts to parallel institutions to ensure continuity of services for their clients.

Prodi to break ranks over aide

By James Blitz in Rome

Romano Prodi, president-designate of the European Commission, is hoping to change a powerful note of the Brussels bureaucracy by appointing a chief of staff who is not from his country of origin.

As Mr Prodi prepares to appear before the European parliament next week for formal hearings, it has emerged that he is aiming to employ a non-Italian as his personal chef de cabinet.

Mr Prodi's aides say that by doing so he hopes to counter the Commission's image as a forum in which leading figures sometimes place acolytes in top jobs.

An aide to Mr Prodi said yesterday that a final decision on the appointment had not been taken. But he said there was a "concrete possibility" that the president's chef de cabinet would not come from Italy.

"We want to send a strong message to the other commissioners that they need to break with the tradition of recruiting staff from under the national flag," said the aide. "If we take this step we will be setting a very powerful example."

The chefs de cabinet of European commissioners are powerful figures, preparing the ground for Commission meetings.

Although there have been exceptions, it has been a long-standing practice in Brussels that commissioners recruit co-nationals.

Attempts to get commissioners to appoint people from a different nationality have been unsuccessful. The Commission recently tried but failed to set up a system for appointments that would limit the number of commissioners with a chef de cabinet of the same nationality.



Romano Prodi

Russian financier to fight charges

Boris Berezovsky, the Russian businessman and politician, was charged yesterday with illegal business activities, money laundering and continuing business work when he held a state post. Reuters reports from Moscow.

Mr Berezovsky pledged to clear his name and said he was the victim of a politically motivated attack. Yevgeny Primakov, the Russian prime minister, launched an anti-corruption drive last autumn and pledged to reduce the political influence of businessmen.

"I understand there is a purely political motive," said Mr Berezovsky. "I think there is the spirit of Primakov here."

Mr Berezovsky's lawyer, Genri Reznik, confirmed the businessman had been charged with illegal business activities, money laundering and continuing business activities when he held a state post. Mr Berezovsky denied the charges and would appeal against them today, he said.

Mr Berezovsky, who built a business empire after the collapse of the Soviet Union, claims he stopped his business activities when he held state posts as deputy secretary of Russia's advisory Security Council and as executive secretary of the 12-nation Commonwealth of Independent States (CIS).

Mr Berezovsky is one of a group of Russian "oligarchs" who financed Boris Yeltsin's 1996 poll campaign and but later lost favour.

Mr Yeltsin asked for Mr Berezovsky to be removed from his CIS post in March, and this month he was formally dismissed. His influence has waned since Russia slid into a deep economic crisis last August.

• Boris Fyodorov, the controversial vice-president of Russia's National Sports Fund, has died of a heart attack three years after escaping assassination. Interfax news agency reported.

Mr Fyodorov, 40, was found dead at his Moscow apartment yesterday. He was removed three years ago as fund president after being accused of possessing cocaine, although the charges were dropped. A month later he was stabbed 12 times by two attackers and was later reinstated as a vice-president of the fund.

Rifts over the euro's fortunes



ECB watch

By Tony Barber in Frankfurt

The euro's 10 per cent fall against the dollar since January is dividing Europe's central bankers and politicians into those who think the slide has gone far enough and those who say it is not a problem.

Economists, too, have had difficulty making up their minds. Is the euro's fall exactly what the doctor would have ordered for a euro-zone struggling to maintain economic growth and exports, or should a new currency be robust enough to establish its credibility early on? Paradoxically, the answer to both questions can be Yes.

In retrospect, the politicians were too quick off the mark in early January when they celebrated the euro's short-lived rise to \$1.1877 as proof of the new currency's virility.

They would have done better to remember that the dollar was always likely to recover, given the US economy's strength and the downturn in Germany, the largest euro-zone economy.

However, analysts at

Economic indicators for euro-11 countries

	Mar 1998	Feb 1999	Jan 99	Dec 1998	Nov 98	Oct 98	1998	1997
Inflation (annual % change)	1.0	0.8	0.8	0.8	0.8	0.8	1.1	1.5*
Unemployment (%)	10.5	10.6	10.7	10.8	10.8	10.8	10.8	11.0
Trade (Ecu bn)								
Exports	8.2	8.2	8.2	8.5	8.5	8.4	70.2	70.4
Imports	8.2	8.2	8.2	8.4	8.5	8.5	70.7	70.0
Trade balance	0.0	0.0	0.0	-0.1	-0.1	-0.1	0.2	0.4
Current account (Ecu bn)	0.3 1998	0.2 98	0.1 98	0.4 97	0.3 97	0.3 97	0.3 97	0.3 97
Current account balance	21.8	25.0	22.4	26.8	26.8	26.8	26.8	26.8
As % of GDP	1.5	1.7	1.8	1.8	1.8	1.8	1.8	1.8
Industrial production (%)	Nov-Dec/ (3 mo over previous 3 mo)	Oct-Dec/ Aug-Oct	Oct-Dec/ Jul-Sep	Sep-Nov/ Jun-Aug	Sep-Nov/ May-Jun	Sep-Nov/ Apr-May	1998	1997
(+/-)	-0.4	-0.3	-0.2	-0.1	-0.1	-0.1	4.2	4.1
GDP growth (%)	0.4 1998	0.3 1998	0.2 98	0.1 98	0.1 98	0.1 98	3.0	2.8
Over same quarter last year	2.3	2.8	2.9	3.7	3.9	3.9	2.8	2.8
Money supply	Feb 1999	Jan 1999	Dec 1998	Nov 1998	Oct 98	Sep 98		
M2 Annual growth rate (%)	5.2	5.6	4.5	4.8	4.8	4.4		

* preliminary ** estimated * estimated due to limited data available for 1995 and 1996 were used to estimate the monthly rates

Source: Eurostat

77 annual % change

John Llewellyn, global chief economist at Lehman Brothers, says that uncertainty over euro-zone economic policy since March has knocked about 2 cents off the euro and the Kosovo war has taken off another 2 cents or so.

However, if European governments pursue more creditable economic policies and the Kosovo war ends within a few weeks, the euro will finish the year at \$1.12, he says. The ECB hardly needs reminding that these are big ifs.

See Editorial Comment

SIGNS OF ECONOMIC RECOVERY

Hopes rise for German exports

By Tony Barber in Frankfurt

The German economy is showing signs of recovery despite a government decision to reduce its forecast for growth this year to about 1.5 per cent from 2 per cent, economists said yesterday.

They attributed the brighter outlook partly to the euro's weakness against the dollar and to Asia's gradual stabilisation, both of which are improving the prospects for German exports.

In addition, German companies are showing more confidence in the future since the new finance minister, Hans Eichel, has halted what they viewed as the anti-business, tax-and-spend policies of his predecessor, Oskar Lafontaine, who resigned last month.

Germany's closely watched Ifo business climate index rose last month for the first time in 10 months, even though the increase to 90.2 from 89.7 was smaller than expected.

Stefan Bergheim, economist at Merrill Lynch in Frankfurt, says German gross domestic product may

have grown by 0.5 per cent in the first three months of this year after a 0.4 per cent contraction in the last quarter of 1998.

This would provide the centre-left government with some ammunition against its critics, since it would mean that Germany has avoided a technical recession, defined as a contraction in growth over two successive quarters.

Another factor supporting the economy's turnaround is the rise in real wages, which is keeping consumer demand buoyant.

However, annual German consumer price inflation has reached its highest level since last July, rising this month to 0.7 per cent from 0.3 per cent in March. The increase was mainly the result of new energy taxes and a rise in international crude oil prices.

Economists predicted that inflation could touch 1 per cent by the autumn, but noted that this was below the level of 2 per cent which the European Central Bank has defined as the maximum acceptable for price stability.

When the connection's good, it shows.

Technology brings you closer to your customers. But how do you make the right connection? Work with our global network of people, who can make sure you're always open for business. Together, we can be more resourceful. Zip forward. www.ey.com

ERNST & YOUNG
FROM THOUGHT TO FINISH™

INTERNATIONAL

G7 FINANCE MINISTERS' MEETING RESOLVING FINANCIAL CRISES AND STEPPING UP DEBT RELIEF HIGH ON AGENDA

Third world woes dominate first world summit

By Robert Chote, Economics Editor, in Washington

Involving the private sector in financial crisis resolution and stepping up debt relief for the world's poorest nations were high on the agenda at yesterday's meeting of finance ministers and central bank governors from the Group of Seven leading industrial countries.

Against the background of a tentatively optimistic outlook for the world economy

in the wake of the recent financial crises in emerging markets, the G7 used the meeting to ponder longer term changes to the architecture of the international financial system.

No signals on exchange rates were expected. Kiichi Miyazawa, Japanese finance minister, said that dollar/yen was at an "acceptable" level, while Hans Eichel, the German finance minister, described the recent fall in the euro as a "normalisa-

tion" reflecting higher growth and interest rates in the US. The US Treasury meanwhile kept up the pressure on Europe and Japan to stimulate growth.

The G7 agreed that the private sector should play a greater role resolving financial crises and not expect to be bailed out of failed investments with taxpayers' money. But there was no consensus on the basic approach, with the UK arguing for explicit rules in

advance and the US a "case by case" approach.

From the private sector, there was particular nervousness about the G7's attitude to holders of emerging market bonds. Investors have been alarmed by the International Monetary Fund's insistence that Pakistan reschedule its international bonds before receiving fresh loans.

Mr Rubin argued last week that bondholders should not expect to be in a privileged

position relative to banks when borrowers get into trouble. This view was echoed yesterday by Stanley Fischer, deputy managing director of the IMF, who said that high yields on some emerging market bonds "could only be interpreted as believing there was a chance of rescheduling".

The G7 also discussed proposals to make the debt relief available to the world's poorest nations deeper, broader and faster. Details

will wait until the Cologne leaders' summit in June, but there was general agreement that the existing \$12.5bn scheme needs expansion.

Gold prices fell as there were further calls to sell and reinvest some of the IMF's \$30bn gold reserves to help finance the Fund's share of debt relief. The IMF has conceded the case for selling 5 per cent of its gold, but the UK argued at the meeting that 10 per cent "at a minimum" should be sold.

NEWS DIGEST

EGYPTIAN TERRORISM

1,000 Islamic militants freed after ceasefire

Egyptian authorities have released 1,000 Islamic militants in the past three days, after a ceasefire by the largest militant group. Several jailed leaders of the Gama'a al-Islamiya are thought to be among those released. The jailed leaders, in concert with exiled leaders, called for a ceasefire on March 25, in an effort to end the seven-year battle with Egyptian security forces which has cost 1,300 lives. Muntasir al-Zayat, the lawyer for the Gama'a al-Islamiya, played a key role in establishing a dialogue between the jailed and exiled leaders with the aim of securing a ceasefire. Mark Huband, Cairo

PALESTINIAN STATE

Arafat prepares for decision

Yassir Arafat, president of the Palestinian Authority, will today convene the Palestinian Central Council in Gaza to decide whether to declare a Palestinian state on May 4. That date marks the end of the five-year interim period which granted Palestinian self-rule to limited areas of the West Bank and Gaza.

Although it is expected a formal declaration will be postponed, it coincides with several attempts by Benjamin Netanyahu, Israeli prime minister who is seeking re-election on May 17, to provoke the Palestinians by recent measures his government has taken in Jerusalem and the West Bank.

Mr Netanyahu last week ordered the closure of three Palestinian offices in east Jerusalem which are attached to Orient House, headquarters of Faisal Husseini who is responsible for Jerusalem affairs for the Palestine Liberation Organisation. Although Mr Husseini protested, he and the Authority have repeatedly said the closure decisions was an election ploy by Mr Netanyahu to drum up support for his election campaign – and so will not be drawn into a fierce response. Mr Arafat has insisted Palestinians remain quiet and not be provoked, fearing it could be used by Mr Netanyahu. Judy Dempsey, Jerusalem

ISRAELI ELECTION

Russian boost for Barak

Ehud Barak, who is contesting the premiership as head of the left-of-centre One Israel movement, yesterday received a boost after a group of prominent immigrant Russian intellectuals said they were switching support from Benjamin Netanyahu, the incumbent, to Mr Barak.

The decision was led by Anna Issakova, a writer who in the early 1990s helped establish the Vremya and Vesty Russian language newspapers and advised Mr Netanyahu on immigration during his successful election bid in 1996. One Israel organiser said the shift, supported also by actors from the internationally-acclaimed Gesher theatre group, represented the slow erosion of support for Mr Netanyahu.

● The Bank of Israel said yesterday it was lowering its key lending rate by 0.5 percentage points to 12 per cent for next month, the third time it has reduced rates in as many months. It said it was responding to the inflation environment. The finance ministry expects an inflation rate of 4 per cent this year. Judy Dempsey

WORLD DEVELOPMENT

Effort to reduce poverty falters

By Robert Chote

Emerging market financial crises, uncertain prospects for the former Soviet economies and the spread of HIV/AIDS in Africa mean that progress towards international targets for human development is in danger of stalling after a generation of improvement, the World Bank warned yesterday.

Publishing its annual compendium of World Development Indicators, the Bank predicted that financial crises "could reverse the gains of many people who had previously migrated from poverty to the ranks of the middle class in the worst affected crisis countries".

A year ago it looked as though international development goals of halving poverty, cutting infant and child mortality by two thirds, and enrolling children in primary education could be met, said James Wolfensohn, the Bank's president. "Now those goals are at risk, and we must draw on the lessons of recent experience to help us reshape our strategies for the future."

Mr Wolfensohn said the financial crises showed that institutions had not been robust enough to cope with the forces of globalisation. There had also been a crisis

INVESTMENT

Invest with people

*who will broaden your
financial opportunities.*

*Go ahead
Go ahead with AXA*



Informi

ASIA-PACIFIC

Japanese laws raise defence commitment

By Michiyo Nakamoto in Tokyo

Japan's powerful lower house of the Diet will today pass legislation that significantly increases Japan's role in its own self-defence and in regional security and enhances Japanese military co-operation with US forces.

The defence guideline bills will enable Japan's Self-Defence Force (SDF) to provide support to US forces "in situations in areas surrounding Japan, which, if left

un触ed, may bring about a direct armed attack against Japan".

Passage of the bills, which has been delayed for more than a year and comes just in time for the visit by Keizo Obuchi, the prime minister, to the US later this week, paves the way for a positive note to the summit between Mr Obuchi and President Bill Clinton due on May 8.

The Japanese government has been under pressure from the US to get the legis-

lation passed to ensure that Japan could provide US forces with critical support to deal with possible contingencies in the region.

These include rear-area support by the SDF and search-and-rescue operations as well as measures to evacuate Japanese nationals abroad in case of emergencies.

However, the politically sensitive bills had been shelved while the Japanese government focused a

attention on Japan's economic crisis, which forced the ruling Liberal Democratic party (LDP) to concentrate on financial reconstruction and economic stimulus measures.

Japan's Asian neighbours have also expressed some fears of a resurgence of Japanese militarism. Beijing has been notably critical of the bills, which it claims aim to contain China.

The LDP, which lacks a

majority in the upper house of the Diet, has had to join hands with a long-time rival, the Liberal party, and to bow to demands of the opposition New Komei party, in order to win support to pass the defence bills.

After intense negotiations over the weekend and yesterday, the LDP, which has already had to compromise on a number of points, agreed to scrap the last remaining controversial issue over allowing the SDF to inspect ships to enforce

economic sanctions. That will be covered later in separate legislation.

In a sign of continuing resistance to the bills, hundreds of demonstrators rallied outside the Diet yesterday in protest.

Japanese leaders have been concerned that failure to pass the legislation would fuel public anger in the US against what is perceived to be Japan's "free-ride" on the US security commitment in the region.

Political void hits Indian share prices

By Krishna Guha in Bombay

India's stock market plunged yesterday as investors digested the prospect of a long period of uncertainty and paralysis of policy making at the centre. The benchmark BSE-30 index fell 4.74 per cent, to close down 161.32 points at 3245.27.

"What is really spooking the market is that there is a high chance that new elections will not be held until October or November because of the monsoon rains," said Nitin Anandkar, head of research at Jardine Fleming. "You are looking at five months of non-governance. That is not what the Indian economy needs at this stage."

Shares fell across the board, with bank stocks and industrialists' worst hit. However, India's surprise sectors were not spared: even the export-oriented technology industry lost ground. Core software stocks such as Infosys, Satyam and NITT are now down as much as 30 per cent from last month's highs.

The sell off was led by domestic speculators. Foreign money continues to flow into India, albeit at a modest rate, buoyed by the recent upswing in sentiment

towards emerging markets.

Bankers and industrialists expressed resigned dismay at events in Delhi. "It does not help," said K.V. Kamath, managing director of ICICI, the financial institution.

"Since I took over as CEO in 1986 we have had four governments: this will be number five."

He said that the caretaker administration would not be able to make important decisions, and this would delay infrastructure projects.

Anil Ambani, managing director of Reliance Industries, the petrochemicals company, said: "Politics has to resolve itself. I don't think anybody is looking for instability." But he added: "There is a growing disconnect between economics and politics in India."

Most industrialists are taking comfort in the recent firming of commodity prices and strong rural spending, following a good winter crop. "Rural demand growth is coming through," said Anand Mahindra, managing director of Mahindra and Mahindra, the tractor and jeep producer. He said the Indian farmer was not very sensitive to political events. "Political uncertainty does affect confidence, but primarily in the urban areas."

NEWS DIGEST

MALAYSIAN ANGER AT PHILIPPINES

Visit by Anwar's wife prompts protest

Malaysia protested yesterday against a private visit to the Philippines by the wife of Anwar Ibrahim, the sacked and jailed deputy prime minister, and warned Manila against interfering in its domestic affairs.

Mr Anwar's wife, Wan Azizah Wan Ismail, has formed an opposition party to challenge Mahathir Mohamad, the prime minister, in the general election that must be called within the next year.

"I think this is a very serious matter and therefore I have asked my officials to call the Philippine ambassador to state our unease toward Wan Azizah's visit as president of a domestic party," Syed Hamid Albar, the foreign minister, told the state news agency, Bernama.

Dr Wan Azizah is to visit Manila on Wednesday as a guest of the Rotary Club. "Malaysia views seriously any country that gives her room to develop her political [agenda]," Mr Syed said. Sheila McNulty, Kuala Lumpur

SOUTH KOREA

Strike wave recedes

Labour strikes in South Korea last night appeared to be collapsing as Seoul underground transport workers, who triggered industrial unrest a week ago, said they were preparing to return to work.

Some 1,500 workers were leaving Seoul National University, where they rallied to protest at proposed job cuts.

Many underground workers had already returned to their jobs yesterday under a government threat to dismiss them. A government show of force on Sunday night, when riot police smashed through union barricades at the university, contributed to wavering support for the strike. The union at Korea Telecom, the state-run telephone operator, failed to join protests as expected yesterday because of a lack of worker support for industrial action. But Daewoo's shipbuilding division remained on strike.

The South Korean index rose by 3.4 per cent to close at 776 points as worries about labour unrest eased. Kim Deajung, the Korean president, postponed a meeting with business leaders until today to discuss corporate restructuring in a move to cool passions over job cuts.

John Burton, Seoul

VIETNAMESE TRADE

Exports decline 6.9%

The value of Vietnam's exports fell by 6.9 per cent during the first four months of the year to just over \$3bn, according to official estimates, the worst export performance recorded since the country embarked upon its programme of economic reform in the early 1990s.

During the same period, Vietnam's imports fell even more dramatically by 13.8 per cent to \$3.2bn. The steep fall in imports reflects government efforts to reduce pressure on Vietnam's balance of payments by restricting the import of consumer goods, steel, cars, motorcycles and other items.

As a result of the declining trade volumes, Vietnam's trade deficit for the first four months of the year stood at just \$312m, against \$612m during the same period last year.

The exports fall reflected in part reduced shipments of rice, coal, cashew nuts, coffee and tea, while a 25 per cent increase in the volume of oil exports was offset by lower world prices. Overall, the value of exports from the foreign invested manufacturing and processing sector has also stagnated, increasing by just 1 per cent to \$678m during the first four months. Jonathan Birtchall, Hanoi

Bhutto to meet her lawyers

Benazir Bhutto, Pakistan's opposition leader, will fly from London to Dubai this week to meet her lawyers in the first face-to-face contact with her legal defence team since her conviction by a Pakistani court on charges of corruption. Farhan Bokhari reports from Islamabad.

Ms Bhutto was in the UK when she was sentenced earlier this month along with Asif Zardari, her husband, to a jail term, confiscation of property, a fine and disqualification from holding public office, on charges of taking kickbacks from Société Générale de Surveillance (SGS), the Swiss customs inspection company.

Leaders of Ms Bhutto's Pakistan People's party (PPP) say they have advised her not to return to Pakistan until an appeal against the verdict is accepted for hearing by the country's supreme court. Her lawyers will also seek bail before arrest.

"I am very distressed by

ministers who seem to know the supreme court verdict even before hearings begin," she said in London. "They [ministers] are saying that I should be ready for the day of reckoning. How can they know that?"

Ms Bhutto described as a "kangaroo court" the special anti-corruption court that handed down the sentence.

She has also called the judge who presided over the trial a family associate of Nawaz Sharif, the prime minister.

Ministers, adding that the trial's outcome was influenced by Mr Sharif's desire to have her removed from the political scene. The judge has been removed from the charge.

Ms Bhutto is the daughter of Zulfikar Ali Bhutto, who as prime minister in 1977 was overthrown in a military takeover and hanged two years later on a controversial murder charge. The Bhuttos are among the largest landowners in Pakistan's southern province of Sindh.

Sharif: more power, more problems

Pakistan's PM is firmly in political – but not economic – control, writes Farhan Bokhari

The state visit to Russia by Nawaz Sharif last week – the first by a Pakistani leader in more than two decades – was trumpeted by the state-controlled television channel as bolstering the prime minister's credentials abroad.

Recent events have also bolstered his position at home. Just days before he left for Moscow, Benazir Bhutto, the opposition leader and Mr Sharif's arch-rival, was convicted by an anti-corruption court. Ms Bhutto and her husband, Asif Zardari, were charged with taking bribes from Société Générale de Surveillance (SGS), the Swiss customs inspection company, when she awarded a contract while prime minister.

Unless the conviction is overturned by the supreme court on appeal, Ms Bhutto faces disqualification from public office, a five-year jail term, a fine of \$3.6m and confiscation of all her property. The central bank earlier this month scaled down its estimate of economic growth for the financial year to June to between 3.5 and 4 per cent, mainly because of the failure of this year's cotton crop. The growth target was 6 per cent.

Tax collections for the first eight months of the financial year are lower as a percentage of the annual collection target than during comparable periods in the past five years. Exports during the first eight months have also lagged behind official targets. The figures have begun to alarm bankers, who say that the IMF programme may eventually collapse if the government continues to fail to meet its targets. The Fund's support is considered vital in restoring badly battered investor confidence.

"The credibility that would allow businessmen to believe the government is not there," says Salman Taseer, a former politician turned businessman. "There's no serious thinking about issues like privatisation or improvements in revenue collections which have to be the essential part of any strategy."

Many businessmen point to the government's decision to investigate the country's 19 private power companies on allegations that they bribed officials under the Bhutto regime as an officially backed vendetta against the Bhutto regime. The investigators have so far presented no proof publicly to support their case.

With one eye on planned celebrations on the anniversary next month of the nuclear tests, some critics have used Mr Sharif's visit to Moscow to draw comparisons with the nuclear power that collapsed economically.

"If power was just the measure of the fact that nobody is in a position to reward Nawaz Sharif, then he's a very secure leader," says a western diplomat. "But if the assessment is of his government's ability to improve Pakistan's outlook, then it is an unimpressive performance."

While Pakistan has successfully concluded a loan agreement with the International Monetary Fund and a debt restructuring agreement with the Paris club of official creditors to stave off an impending foreign debt crisis, its economic

outlook remains weak. The hold large land-owning families have over the countryside, while in the cities corporate culture is still mainly dominated by a select group of industrial families, many of whom are accused of defaulting on billions of rupees in domestic bank debts. Such families have resisted efforts to get them to repay their loans, using their clout with influential politicians.

Mr Sharif's responses to the challenges facing him include plans to give loans to small entrepreneurs, which is being seen as a largely populist move. The banks, meanwhile, are still burdened by more than Rs10bn (\$3bn) in loans subject to default.

"The real test of Mr Sharif's power is not political power, because he's now capable of removing everyone opposed to him," says one leading businessman.

"The real test is the ability to tackle important issues, the make or break for this country's future."

to small entrepreneurs, which is being seen as a largely populist move. The banks, meanwhile, are still burdened by more than Rs10bn (\$3bn) in loans subject to default.

"The real test of Mr Sharif's power is not political power, because he's now capable of removing everyone opposed to him," says one leading businessman.

"The real test is the ability to tackle important issues, the make or break for this country's future."

China plans bond issue to lift growth

By James Kyne and James Harding in Beijing

China plans to expand its fiscal stimulus programme this year by issuing Rmb25bn (\$3bn) in special bonds to finance infrastructure projects and boost a slowing economy, officials said yesterday.

Lou Jiwei, vice minister of finance, said that the bond issue would be bought mainly by the "big four" domestic state banks and the proceeds would complement Rmb100bn raised by a similar infrastructure bond issue last August. More than half of the Rmb100bn tranche has been spent on improving basic services such as electricity transmission, telephone networks, grain storage, roads, water conservation and other projects.

The government claims the increase in infrastructure spending as a result of last year's bond issue contributed 1.5 percentage points of China's 7.8 per cent gross domestic product growth last year. Independent analysts believe the real growth rate, and the contribution from the infrastructure bond issue, may be significantly lower than the official claims.

The planned Rmb25bn control – had been stopped.

bond issue confirms that the government remains committed to an active fiscal policy to offset economic prospects which have been described by Zhu Rongji, the premier, as "grim".

Dai Xianglong, governor of the People's Bank of China, the central bank, yesterday signalled the difficulty of trying to invigorate domestic demand, as Chinese individuals prove reluctant to spend and continue to add to savings deposits.

"The interest rate policy alone cannot stimulate domestic demand," he said.

But the smaller size of the special issue, which Mr Lou said would not be repeated, may have been an indication of the growing official concern over the wasteful allocation of funds under the infrastructure programme.

Li Rongrong, vice minister of state development planning commission, said that two cases of embezzlement of infrastructure funding had been uncovered recently, one in the south-eastern province of Jiangxi and the other in Yunnan province in the south-west. Mr Li said that as punishment, all infrastructure allocations to Jiangxi – apart from funding for vital flood control – had been stopped.

NZ poll vote plan irks politicians

By Terry Hall in Wellington

The ruling National government has aroused bitter opposition from all other New Zealand political parties by promising to hold a referendum next year on the future of the unpopular proportional voting system introduced three years ago.

The sharpest criticism came from junior partners that support the government of Mrs Jenny Shipley – and would lose virtually all their seats if the "mixed member proportional" (MMP) voting system was dismantled.

The MMP system is modelled on the German style of government and gives people one vote for the party and another for a local candidate. It replaced the Westminster-style "first past the post" parliamentary system for the first time in the last general elections in 1993, and led to a coalition government of National and New Zealand First.

Shortly after being appointed prime minister in a "coup", Mrs Shipley, the National party leader, in effect broke up the coalition and has continued to run the country with the support of a number of small parties and breakaway MPs members of – most of them in parliament only because of the MMP system.

Richard Prebble, head of ACT, the National government's junior coalition partner, led criticism of Mrs Shipley for proposing the referendum. He suggested Mrs Shipley and her National supporters wanted to return to the old system because it favoured her party.

Mrs Shipley said that if National was re-elected it would hold two referendums. The first would offer voters four options: first past the post; supplementary vote; and a preferential system similar to that used in Australia. A subsequent referendum would pit the winning option against MMP.

Richard Prebble, head of ACT, the National government's junior coalition partner, led criticism of Mrs Shipley for proposing the referendum.

Mrs Shipley said that if National was re-elected it would hold two referendums. The first would offer voters four options: first past the post; supplementary vote; and a preferential system similar to that used in Australia. A subsequent referendum would pit the winning option against MMP.

Shortly after being appointed prime minister in a "coup", Mrs Shipley, the National party leader, in effect broke up the coalition and has continued to run the country with the support of a number of small parties and breakaway MPs members of – most of them in parliament only because of the MMP system.

Richard Prebble, head of ACT, the National government's junior coalition partner, led criticism of Mrs Shipley for proposing the referendum.

Mrs Shipley said that if National was re-elected it would hold two referendums. The first would offer voters four options: first past the post; supplementary vote; and a preferential system similar to that used in Australia. A subsequent referendum would pit the winning option against MMP.

Richard Prebble, head of ACT, the National government's junior coalition partner, led criticism of Mrs Shipley for proposing the referendum.

Mrs Shipley said that if National was re-elected it would hold two referendums. The first would offer voters four options: first past the post; supplementary vote; and a preferential system similar to that used in Australia. A subsequent referendum would pit the winning option against MMP.

Richard Prebble, head of ACT, the National government's junior coalition partner, led criticism of Mrs Shipley for proposing the referendum.

Mrs Shipley said that if National was re-elected it would hold two referendums. The first would offer voters four options: first past the post; supplementary vote; and a preferential system similar to that used in Australia. A subsequent referendum would pit the winning option against MMP.

Richard Prebble, head of ACT, the National government's junior coalition partner, led criticism of Mrs Shipley for proposing the referendum.

Mrs Shipley said that if National was re-elected it would hold two referendums. The first would offer voters four options: first past the post; supplementary vote; and a preferential system similar to that used in Australia. A subsequent referendum would pit the winning option against MMP.

July 1999

ment China pl
bond issue
to lift gro

yers

NZ poll vote
irks politician

FINANCIAL TIMES TUESDAY APRIL 27 1999 *



The unexpected.

Risks.

Exposures.

Asset devaluation.

Market turmoil.

Performance erosion.

Tax implications.

Inhale.

Exhale.



ZURICH
FINANCIAL SERVICES

www.zurich.com

LSE (London Stock Exchange): ADZ Allied Zurich
SWX (Swiss Exchange): ZUAN Zurich Allied

Composing innovative solutions for insurance, financial protection and asset management. Global strength. Local commitment. *Your aspirations. Our passion.*

THE AMERICAS

SOCIAL SECURITY AS REFORM FALLS OFF THE AGENDA, WHITE HOUSE AND CONGRESS WILL ARGUE OVER DEFENCE INSTEAD

Debate on spending ready for revival

By Deborah McGregor
in Washington

Social security reform may now be off the legislative priority list this year but the surpluses generated by the retirement fund are stoking a fresh debate between the White House and Congress over spending priorities.

The centrepiece of the budget was withdrawn by Republican congressional leaders, who faced serious internal divisions over how an overhaul should be structured.

Republicans were also wary of presenting a detailed plan that would draw fire from Democrats on an issue that has been politically radioactive in the past.

Many Republican senators, including Trent Lott, the Senate majority leader who put the official nail in the social security coffin in a television interview on Sunday, have vivid memories of the political damage the party suffered in the 1980s when they tried to tackle the issue.

Neither side wants to sound the death knell explicitly for what was to have been the big policy initiative this year. "We believe there is still an opportunity for social security reform this year," said Joe Lockhart, White House spokesman, yesterday.

Some House Republicans also voiced their desire to keep the debate going, even

if there is no agreement on a specific proposal. But Mr Lott's verdict is unlikely to be overturned.

The policy void is unlikely to last long. Republicans have already switched their attention to increased defence spending, vowing to nearly double the \$6bn in emergency spending for the war in Yugoslavia requested by President Bill Clinton.

Many Republicans want to use the emergency spending request to boost military pay and refurbish the US armed forces worldwide.

For his part, Mr Clinton has urged Republicans not to adorn the funding request with other spending proposals. But he is unlikely to veto a bill that is so vital to

the administration's ability to prosecute the war.

In providing funding for the war, both sides are being forced to eat their words about locking away social security surpluses. The war, and any other domestic spending priorities that arise this year, can only be funded from the social security funds, since there are no federal surpluses outside social security.

That would give the tax-writing House ways and means committee a pot of money to work with in putting together tax cut legislation by mid-July.

But that will depend on a revenue windfall that some budget analysts are already predicting may not be as great as had been previously expected.

It also means that Republicans, who still want to provide tax relief as part of their domestic agenda, will have to wait until 2001, when surpluses are scheduled to materialise in the non-social security part of the budget.

Some Republicans are hoping that the June economic update from the Congressional Budget Office will yield good news in the form of a projected surplus for 2000. That would give the tax-writing House ways and means committee a pot of money to work with in putting together tax cut legislation by mid-July.

But that will depend on a revenue windfall that some budget analysts are already predicting may not be as great as had been previously expected.

With efforts at shoring up social security stalled, there

may be little urgency to resurrect the issue immediately. The fund is projected to remain solvent without changes until 2034.

If nothing else, the latest developments will force both parties to decide whether they want to live within the tight spending caps that were set in place by the 1997 balanced budget agreement. Last year, Democrats and Republicans ended up breaking up that tax cut legislation by mid-July.

But that will depend on a revenue windfall that some budget analysts are already predicting may not be as great as had been previously expected.

Conservative Republicans vowed they would not tolerate such a move again. But this year may yet see a repeat of that debate.

NEWS DIGEST

FDA REGULATION

Supreme Court to consider nicotine move

The US Supreme Court yesterday agreed to decide whether President Bill Clinton's decision to give the Food and Drug Administration the authority to regulate nicotine as a drug is constitutional.

The move is a potential blow for the tobacco industry, which last year successfully argued before a federal appeals court that the action was illegal. The court in Richmond, Virginia, ruled by 2-1 that only Congress has the power to give the FDA formal authority to regulate tobacco products.

It comes as tobacco companies are reeling from several recent lower court rulings that awarded substantial financial damages to families of smokers.

Although the industry last year reached a \$206bn settlement with states to settle outstanding lawsuits, it is also being threatened by the prospect of the US Justice Department filing a federal lawsuit to recover the cost of treating smoking-related illnesses.

Mark Suzman, Washington

PENSION FUND VOTE

Poison pills condemned

The world's largest pension fund, TIAA-Cref, has won overwhelming support for shareholder resolutions opposing poison pill plans at two US companies.

The fund filed resolutions against so-called "dead hand" poison pills at Lubrizol, a chemicals group, and Bergen Brunswick, a drug wholesaler. The resolutions were approved by 68 and 74 per cent of the shares voted at the annual meeting, respectively.

"These votes clearly show that dead hand provisions are completely unacceptable to shareholders," said Peter Chapman, the pension fund's head of corporate governance.

Dead hand poison pills are a takeover defence which prevents acquisition of a company even if a majority of shareholders favour it, by preventing anyone but incumbent directors from removing the pill.

TIAA-Cref also said it was expanding its initiative against dead hand pills, and would file resolutions and withhold voting support for director nominees at any companies that had adopted them this year.

URUGUAYAN PRIMARIES

Veteran politicians favourites

Uruguayans chose a trio of veteran politicians as the main parties' presidential candidates ahead of elections on October 31, according to preliminary results from party primaries on Sunday.

Former president Luis Lacalle was voted candidate for the centre-right National party, while Tabare Vazquez, a former mayor of Montevideo and 1994 presidential contender, won a landslide victory in the Frente Amplio left-of-centre coalition.

A veteran senator and repeated presidential contender, Jorge Batlle, appeared to have clinched a narrow victory in the ruling centrist Colorado party, defeating Luis Hierro, the candidate favoured by outgoing President Julio Sanguineti.

The simultaneous primaries were the country's first, following electoral reform in 1996. Previously, parties could field multiple presidential candidates, allowing presidents to be elected with only a fraction of the popular vote, often weakening their authority. Ken Wain, Buenos Aires



Chávez popular support

Chávez's way clear for reforms

By Raymond Colitt in Caracas

Only a few weeks ago President Hugo Chávez was embroiled in a bitter power struggle that threatened to trigger a prolonged constitutional crisis in Venezuela, while the economy tottered on the brink of collapse.

Both Mr Chávez's career and his ambitious reform agenda appeared in jeopardy.

Today, the former paratrooper commander and coup leader has cleared many of the obstacles to begin implementing his campaign promise of far-reaching political reform, while the prospects for economic recovery have improved considerably, albeit in part due to higher oil prices.

At the weekend Mr Chávez secured popular support in a plebiscite for plans to convene a constituent assembly to redraw Congress's political map by drafting a new constitution. Around 90 per cent of voters backed the proposal, though abstention reached 60 per cent.

Mr Chávez says his new assembly would, among other things, depoliticise the judiciary, eliminate corruption, and strengthen democracy by promoting popular participation. Its 131 members are to be elected in late June before convening on July 5 for six months.

The country's traditional political parties are widely accused of corruption and mismanagement during their 40 years at power, leading to increasing poverty and the collapse of basic public services.

Mr Chávez has insisted the constituent assembly will have the right to dissolve congress and the supreme court despite a contrary ruling.

Mr Chávez will be able to issue decrees to legislate for power, mining, and gas sectors, promoting their opening to the private sector.

The recent oil price recovery has also improved investors' sentiment, says James Barrineau, Latin America economist with Alliance Capital, a US investment fund.

"It's a new honeymoon. It buys Chávez time," he says.

As a result of renewed optimism, the Caracas stock exchange surged by more than 50 per cent over the last two weeks. According to Agustin Cangas, president of Merinvest, a local investment bank, the market had been so heavily discounted it could jump as much as 100 per cent in coming months.

JAMAICAN TOURISM

Campaign to win back visitors

Jamaica's tourism industry is planning a new campaign to lure back visitors after the unrest last week that set alarm bells ringing in overseas markets.

A new advertising campaign will begin airing on cable television in the US on Thursday. Tourism officials will also launch a new sales blitz aimed at travel agents and conference planners.

"This recovery programme is vital for the survival of our tourism industry. All Jamaica is depending on it," Francis Tulloch, the tourism minister, told a news conference.

Demonstrators took to the streets of Kingston and other towns last week to protest at fuel tax increases. At least seven people were killed.

The violence prompted several international airlines to suspend flights to the Caribbean island, while the US, Britain and other countries issued travel warnings. The flights have since resumed, and the travel warnings have been lifted.

Tourism is Jamaica's main source of foreign revenue. The unrest came just as the \$1bn-a-year industry was showing signs of recovery. Reuters, Kingston

Canada geese ruffle too many feathers

Cull them? Cook them? Edward Alden considers what to do with a nuisance

The Canada goose can be a magnificent bird. When migrating north from wintering grounds in the US, the geese form a gigantic "V", flying wing-to-wing like a squadron of fighter jets.

But the birds can also be a nuisance that, it appears, even normally placid Canadians are no longer willing to tolerate.

Mississauga, a suburb of Toronto, in the last few weeks has begun spraying mineral oil on the eggs of the nesting geese. The oil suffocates the embryos but the mother goose, thinking the eggs remain alive, does not lay another clutch.

The suffocated embryos may be the lucky ones. Mississauga's city council last year proposed to slaughter more than 2,000 of the fully grown birds.

A public outcry convinced the city to relocate the geese instead to remote areas of northern Ontario, but when the migrating birds arrive in June, the local populations can double and triple.

The story of the Canada geese could be a parable of North American urban development. Hunted almost to extinction by the end of the 1950s, the birds benefited

as wildlife authorities in the US and Canada began restricting hunting. They protected the birds' nesting areas and reintroduced the geese in regions where they had been exterminated.

The protection campaign happened to coincide with the spread of suburbia, where homeowners wanted sprawling backyards for their barbecues and high-tech companies built "parks" with sweeping lawns and concrete fountains.

But most of the trees, add a few golf courses, seed everything with Kentucky bluegrass and you have "a dinner plate for Canada geese", says Liz White of the Animal Alliance of Canada.

And the geese have feasted. The Canadian Wildlife Service estimates the population of Canada geese in southern Ontario is now between 300,000 and 500,000. Many of the geese are residents that live there year-round. But when the migrating birds arrive in June, the local populations can double and triple.

Nowhere is the problem worse than on the waterfront of Lake Ontario, one of the Great Lakes. Unlike the city of Toronto, which covered its waterfront in high-

walls and high-rises, Mississauga built large parks for its citizens to spread a picnic blanket or stroll on a warm summer evening.

But the migrating geese flock to those same parks, covering the grass in feathers and droppings and hissing at people who venture too close. "You go down to the waterfront in June and it's like the Battle of Britain," says Bruce Carr, Mississauga's planning director and the head of the greater Toronto geese control committee. Last summer, he says, 3,700 geese made a temporary home in the waterfront parks.

Mississauga is not alone in fighting what it sees as a plague of geese. Rockland County, a suburb of New York City, was the first to propose killing geese in 1993 and began carrying out a kill in 1996.

The Minnesota twin cities of Minneapolis and St Paul have also killed geese and Seattle on the west coast has proposed a kill, though it has been blocked by a lawsuit.

The US Fish and Wildlife Service is soon to publish new regulations that will allow cities and towns to eliminate, nuisance geese without first getting federal approval.

But some unsettling findings may discourage that tactic as well. When New York's department of health tested some of the slaughtered geese two years ago, it found that levels of lead and other toxics in the birds were so high they were barely fit for consumption.

EMU - THE BUSINESS OPPORTUNITY Five Months On, An American Perspective

U.S. Embassy, 2+ Grosvenor Square, London, W1 England

Thursday, May 13, 1999, 9:00am-5:30pm

Under the auspices of:



BCI

On January 1, 1999 Europe became the largest single currency trade zone in the world. The new Europe will create substantial new business opportunities - for companies who are prepared. American companies have been among the most innovative and aggressive in leveraging the euro. This conference, the first of its kind, will explore the strategies used by some U.S. business leaders and provide their assessment of the first five months of the euro regime. Experts from Ford, IBM, Allianz Capital, 3M, PricewaterhouseCoopers, Morgan Stanley, Dean Witter, Warburg Dillon Read, Salomon Brothers & Partners and others. Topics include:

- * Five Months On: The Euro's Progress As A World Currency
- * American Businesses & EMU - Preparation and First Experiences
- * Business Strategy For The New Europe

Welcoming Remarks

The Hon. Philip Lader, U.S. Ambassador to the Court of St. James's

Keynote Addresses

Judith Mayhew, Chairman, Policy and Resources Committee, Corporation of London

The Rt. Hon. Lord Howell of Guildford, Advisory Director, Warburg Dillon Read

Delegates are invited to join the speakers and invited guests at a reception from 5:30-7:00pm.

For detailed agenda and speaker names please visit www.nsinc.com.

BUSINESS STRATEGY LEVERAGING THE EURO

NICHE SYSTEMS

CORPORATE CONSULTING

PRICERWATERHOUSECOOPERS FINANCIAL TIMES

World Business Newspaper

PEOPLE ON

Key Sponsors

Please register me for EMU - THE BUSINESS OPPORTUNITY Five Months On: An American Perspective Price includes breakfast, lunch and refreshments. Name _____
I enclose my cheque for £_____ made payable to American Chamber of Commerce (UK) for place _____ at £295 + £5 (VAT) = £300.00 (\$340.) each. For euro payment please contact Ryan Wright. Or charge this amount to: Visa MC AMEX Card #: _____ Exp. Date: _____ Signature: _____
Cancellation Cancellation must be received in writing by May 1st, 1999 and are subject to a 20% cancellation fee. Cancellations received after May 1st, 1999 will NOT be refunded. Registrant substitutions from the same company may be made without penalty.

To register or for further information please contact: Ryan Wright, Event Co-ordinator, American Chamber of Commerce (UK), 75 Brook Street, London W1Y 2EB Tel: 0171 493 0381 Ext. 233 Fax: 0171 493 2394 or e-mail: amchamber@btconnect.com

BRITAIN

N IRELAND PLAN TO BREAK DEADLOCK

Deal 'without IRA arms handover' is rejected

By John Murray Brown
in Dublin

David Trimble, first minister in the new Northern Ireland administration, yesterday dismissed an attempt by John Hume, leader of the moderate nationalist Social Democratic and Labour party, to break the deadlock in the peace talks.

Mr Hume suggested at the weekend that the full regional administration could be set up without any handover of weapons by the Irish Republican Army. If Sinn Féin, the IRA's political wing, gave assurances that it would exclude itself from office if the IRA resorted to violence.

Sinn Féin welcomed the plan. Gerry Adams, the Sinn Féin president, said it provided a basis for making progress "if David Trimble goes for it". But Mr Trimble said: "The Hume formula by itself is unlikely to succeed. I think that rather than introduce new elements into the picture we're better to continue working on the proposals the [UK] prime minister put forward."

He urged political parties to stick to the suggestions made by the governments of the UK and Republic of Ireland on April 1 which envisaged the executive being set up in tandem with some IRA arms being "put beyond use" as part of a national day of reconciliation to mark all the victims of the Troubles.

Mr Trimble said: "Words are fine. In fact it would be positive if clear commitments were given by the paramilitaries to decommissioning and of course they haven't done that. People need to focus on the proposals that were put forward at Hillsborough and work through them."

With the arms impasse deepening, it looks increasingly likely the British and Irish governments will be forced to suspend the process over the tense summer period when parties will be contesting the European elections and during the traditional marching season by the Protestant Orange Order.

The Rev Ian Paisley, leader of the anti-agreement Democratic Unionist party, who launched his bid to retain his European seat over the weekend, said the government was "very near to being forced to make a decision to park the process".

"The whole thing has failed and has to be stopped. They must recall the prisoners already released, and stop the Parades Commission and Patten Commission on reform of policing," he said.

The two governments yesterday denied that the search for a full settlement was being suspended. Junior Irish foreign affairs minister Liz O'Donnell said: "It was clearly expressed by all the parties that we do not have the luxury of parking [suspending] the process."

Meanwhile in the Irish Republic, police yesterday uncovered more than 1,500 rounds of rifle ammunition during a planned search operation. The ammunition had been hidden in a box on motorland near Tralee, County Kerry.

Surprise choice for monetary committee

By Richard Adams,
Economics Staff

Sir Alan Budd is to stand down as a member of the Bank of England's monetary policy committee in June, the Treasury said yesterday.

Sir Alan - a member of the committee since the Bank, the UK central bank, was granted independence almost two years ago - will be replaced as one of the four independent experts by Sushil Wadhwan, a hedge fund director and former academic economist. Mr Wadhwan was appointed by Gordon Brown, the chancellor, to a three-year term.

Described by a colleague as "not the sort of City analyst who pops up on television", the announcement of Mr Wadhwan's appointment came as a surprise for the financial sector, and disappointment for representatives of industry groups. Ian Peters, deputy-director of the British Chambers of Commerce, said: "We think this is an opportunity lost to strengthen the committee's business and industry credentials."

The British Retail Consortium was also disappointed by Mr Brown's decision. "This appointment was surprising given the need for greater depth of understanding of the service industry, which is so important to the UK economy," said Alastair Eron, the consortium's deputy chairman.

Mr Wadhwan, 35, is director of research at the Tudor Group hedge fund in London, and previously worked as director as equity strategy at Goldman Sachs investment bank. After gaining a first class honours degree from the London School of Economics in 1990, he stayed on as a postgraduate student and lecturer until 1991.

Mr Wadhwan said he was delighted to be appointed to the committee, and was looking forward to taking an active role in formulating economic policy. "It's the sort of thing you dream about - but you never think it's going to happen," he said.

Ian Plenderleath, executive director of the Bank's financial market operations, was appointed to a further three-year term on the committee as a Bank representative.

Thatcher heirs fight over her policies

By Rosemary Bennett,
Political Correspondent

Francis Maude, the Conservative party's shadow chancellor of the exchequer, last night made the party's most dramatic attempt yet to recapture the political middle ground when he vowed to fulfil the Labour government's spending pledges on health and education.

But internal opposition to the Conservative leadership's new thinking on social policy gathered momentum when two former ministers attacked the strategy.

Michael Portillo, the former minister who lost his seat in the House of Commons in the 1997 national elections, predicted the strategy would fail to convince voters the party was dedicated to public services. Alan Clark, an MP and minister under Margaret Thatcher, said the policy shift was evidence of poor leadership.

"I think the whole row looks bad and just shows how incompetently we are being led," said Mr Clark. "Parties should not have rows over major principles and policies."

In a speech to party activists in London, Mr Maude promised he would match the £40bn Gordon Brown, the chancellor, has earmarked for schools and hospitals over the next three years, and said he would not take issue with the plans from the opposition benches.

"I want to make this absolutely clear, without ambiguity, without scope for distortion in opposition we will support, and in government we will implement, the increases in health and education spending announced by Gordon Brown," he said.

But Mr Maude offered a small concession to right-wing critics of the policy shift and said "partnership with the private sector" in the provision of public services would be explored.

Mr Maude is the latest figure to join the party's efforts to cast off the Thatcherite legacy. The strategy, launched last week by Peter Lilley, deputy leader, has angered rightwingers.

See Editorial Comment

Farewell to Harvard means scholar can fight for Scotland

Nationalist who gave up US place to campaign for sparsely populated district with more than 20 islands talks to Andrew Parker

Welsh business leaders hit out

However, he describes independence as a "long-term goal" and admits he is sympathetic to the values of John Smith, the Labour party leader who died in 1994 and who was succeeded by Tony Blair.

Campaigning in Argyll and Bute, Mr Hamilton is wooing voters by promising that the SNP would run a responsible administration inside the UK. According to the regional council, the district has the second worst economy in Scotland. The main issues on the doorstep are the price of petrol and the poor state of the roads. The Office of Fair Trading is investigating allegations that oil companies have artificially inflated petrol and diesel prices in the Highlands and Islands.

John Brailsford, who catches lobster and other shellfish off Islay for live export to France and Spain, is moving his company's head office from the village of Ardfern to Barcelona in Spain to take advantage of the cheaper diesel and lower vehicle excise duty. He also complains about the strength of the pound.

O-Fish-Shell is one of only two large employers in Ardfern. But even though he criticises the economic strategy of the UK government, Mr Brailsford has no appetite for Scottish independence. "I think to be part of the UK is a stronger position to be in," he says.

Mr Brailsford will vote for George Lyon, who is standing for the pro-European Liberal Democrat party. A former president of the Scottish National Farmers' Union, Mr Lyon wants to ensure that rural issues receive adequate attention in the Scottish parliament.

Mr Lyon has always been the favourite to win the constituency on May 6 because the Liberal Democrats hold the Argyll and Bute seat in the House of Commons in London.

However, Mr Hamilton cannot lose. If he fails to win Argyll and Bute, he is virtually guaranteed a seat in the new Scottish parliament because of the proportional voting system.

While 73 members will represent districts directly in the parliament, there will be another 56 allocated to the parties according to their shares of the vote. Mr Hamilton can expect to be among them.



Mr Hamilton later uses all his skills of oratory on the island of Gigha trying to convince two of its 150 residents that independence could deliver better public services.

The son of a Church of

Scotland minister, he does not give up easily in the quest for political converts.

"I would not be doing this unless I thought Scotland would be better off as an independent country. A lot

of what it is to be a Scottish nationalist is about having that caring society - but that means wealth creation. Without wealth creation, all the best intentions in the world cannot come to fruition."

There's no such thing as the paperless office.

BRITAIN

Jewish community urged to be vigilant

By Jimmy Burns in London

Police have made hunting down the London nail bombers their top priority. Jack Straw, home secretary, said yesterday. Finding the perpetrators of the recent bomb attacks in which more than 50 people have been injured was now the key aim of "the whole of the Metropolitan Police Service", he said in the House of Commons.

He warned that while the bombers remained at large, there was plainly a risk that they may strike again. "We have to meet that threat with vigilance but without panic." Responsibility for the attacks in districts with high ethnic minority populations has been claimed by police and local leaders to be

small groups of rightwing extremists.

"We are dealing with a different kind of organisation from the IRA or loyalist paramilitaries [in Northern Ireland] and to some extent more difficult to penetrate," Mr Straw said.

Saturday's nail bomb attack in London's Brick Lane, an area with one of the biggest expatriate Bangladeshi communities in the world, had ignited concern among senior police chiefs and community leaders that Britain could be facing a concerted extreme-right campaign against ethnic minority communities.

Yesterday, the Jewish community was warned by its principal far-right organisa-

tion, claiming the BNP's politics had gone "soft". Combat 18 takes its name from the first and eighth letters of the alphabet, which are the initials of Adolf Hitler.

Senior police officers fear that after targeting the black and Asian communities with the next two bombs, the next victims could be Jewish. Police and intelligence officials looking for those who may be responsible have been revisiting the files of individuals linked to extremist groups that have in recent years split from rightwing or neo-Nazi political parties.

The most notorious of these groups is Combat 18 which in recent months has been sending threatening letters to potential targets in the black and Asian community.

Crime programme presenter killed

The presenter of a BBC television programme which enlists public help in police investigations was murdered outside her London home yesterday, Sathnam Sanghera writes. Jill Dando, 37, was the popular

presenter of the Crimewatch programme. Neighbours said a smartly dressed middle-aged man was seen running from the area. Queen Elizabeth and Tony Blair, the prime minister, both issued statements condemning the crime.



Jill Dando

Optical chain plans to open 100 dental practices

By Peggy Hollinger in London

The drive towards healthcare in shopping malls was given an added boost with news yesterday that Specsavers, one of the big four chains of opticians, is planning to open 100 dental practices over the next three years.

Specsavers is the latest retailer to spot potential in

the £2bn (\$3.2bn) a year UK dental market. Boots, the big pharmacy chain, which is also one of the UK's leading opticians along with Vision Express and Dollond & Aitchison, recently announced plans to open six dental practices in its stores at a cost of £10m.

It is forecast that the dental market will grow by more than 17 per cent over

the next four years, with the private sector fuelling most of this growth. Private treatment accounts for about 30 per cent of the overall market.

Retailers have been quick to spot the potential in

healthcare with some supermarket groups such as J Sainsbury testing the provision of doctors' services in their stores. The moves

reflect the increasing strain on resources in the state health service as the government investigates ways to cut costs by involving private companies more actively in healthcare services.

Specsavers said a growing number of patients were finding it difficult to use a dentist in the state service as changes in legislation

introduced in 1990 resulted in a "mass exodus" into private practice. The strain provided an opportunity for Specsavers to offer high street services similar to that developed for the optical market, offering both state health service and private treatment.

Specsavers was founded 15 years ago by two opticians to develop joint ventures with

optical professionals who run their own businesses but pay a management fee for administration, marketing and property.

The group, which includes 350 opticians' shops in the UK and Republic of Ireland with total sales of some £280m a year, claims that one in five people in the British Isles who wear spectacles are its customers.

NEWS DIGEST

INVESTMENT IN WALES

LG's \$2bn semiconductor project may not go ahead

The Welsh Development Agency admitted yesterday the £1.3bn (\$2bn) Korean LG semiconductor project in south Wales might not go ahead. The admission follows speculation over the future of the 1,700-job project during the recent collapse of the world semiconductor market and LG's sale to Hyundai, confirmed last week.

The revelation is certain to revive criticism of the scheme - part of the biggest inward investment projects in Europe - and other high-profile failures by investors in Wales. The development agency claims more jobs have been created than lost by overseas investment, but there are fears about the insecurity of non-UK investment and calls for more support for indigenous business. Much of the grant support will not be paid if the project does not go ahead, but £30m has already been spent on erecting a 90,000 sq m special factory and infrastructure. Some could be refunded if the plant is abandoned.

Pessimists fear Hyundai might abandon the Welsh plant in favour of its own moth-balled £2.4bn project in Scotland. But the company claims its new microchip technology should give it the edge. Juliette Jowit, Cardiff

LAW ON FRAUD

Reform moves published

Proposals to reform the law on fraud to try to ensure crimes such as credit card and internet theft can be prosecuted effectively were published yesterday by the Law Commission, the law reform body. The proposed changes were welcomed by credit card providers but the Serious Fraud Office said it was disappointed the commission was not advocating the introduction of a general offence of fraud.

There is a general consensus among lawyers, politicians and business leaders that change is needed. Most frauds are still prosecuted using a law of 1968 that was introduced when plastic cards were in their infancy and e-commerce unheard of. The Court of Appeal concluded five years ago that "the law is in urgent need of simplification and modernisation". Jean Eaglesham, London

UNAUTHORISED INVESTMENTS

Court orders \$2.4m repayment

A man described by a High Court judge as "flagrantly and persistently dishonest" in his unauthorised investment business aimed at Asians in north-west England has been ordered to pay £1.5m (\$2.4m) to restore money to investors. Losses are believed to amount to at least £2m. The Financial Services Authority won the order and several permanent injunctions against Shankarmath Lukka of Didsbury, Manchester. Mr Lukka, a South African citizen, is thought no longer to be in the UK.

The court heard that Mr Lukka had dealt in shares and foreign exchange without authorisation. Targeting worshippers at mosques and other temples, Mr Lukka apparently entered into agreements based on trust with no written contracts. Clay Harris, London

SINGLE CURRENCY

'Only 1% of deals in euros'

Only 1 per cent of transactions by British companies outside the farming, banking and finance sectors were in euros during the first month of the single currency, according to a survey released by KPMG Consulting yesterday.

The survey, carried out by NOP, suggests that expectations of a rapid spread of euro use throughout British business after the launch by 11 European Union countries on January 1 may have been misplaced. However, the survey found the euro was used for a negligible number of domestic transactions in January, and was used in only 5 per cent of transactions with the eurozone, equating to 1 per cent of total transactions. Kevin Brown, London

MURDOCH NETWORK DISPUTE

New soccer chief named

The soccer Premier League has appointed Dave Richards as its new chairman, to replace Sir John Quinton who resigned last month with Peter Leaver, the League's chief executive, amid a dispute over their hiring of two former British Sky Broadcasting executives as highly-paid media consultants. BSkyB is the satellite television network in which Rupert Murdoch's empire is the biggest stakeholder. Mr Richards, whose first task will be to find a new chief executive, is expected to hold the chairmanship for at least a year, although it is possible the clubs might eventually decide to appoint an independent chairman from outside soccer. Patrick Harverson, London

UK 'behind rivals in use of internet'

By Peter Marsh in London

UK manufacturers are falling behind rivals in Germany, Scandinavia and the US in their use of the internet to speed up design work and form closer links with customers, a report from PriceWaterhouseCoopers said yesterday.

The study by IBM, the US computer and consultancy group, and the Institute for Manufacturing at Cambridge University says UK companies are being hampered in their use of the internet by lack of knowledge about the technology, security fears and a tendency to give projects to specialised technology managers, rather than executives with all-round business responsibilities. An estimated \$20bn of products this year is being sold worldwide by companies using the internet, a figure which dwarfs use of this medium by consumers. By 2001, such business-to-business use of the internet could grow to \$180bn a year, the report says. The UK government's recent policy paper on competitiveness placed particular importance

on encouraging more businesses to use such techniques in gaining an edge on rivals.

In the IBM/Cambridge University study, results from a survey of 200 manufacturing companies were matched with similar investigations of company attitudes to the internet across the rest of Europe and the US.

It found manufacturers in the US, Germany and the Nordic countries are ahead of those in the UK in terms of their use of the internet. German companies appear better at focusing on long-term needs of their businesses, and lining up internet applications that will be helpful, while US groups are better at putting business managers in charge of internet projects "so that progress is driven by solving business, not technology, needs".

Although most UK manufacturers appear to be aware of the ways that the technology could help their companies, only just over a third in the survey are using the medium to help sell products and services, with 14 per cent using it for collaborative design projects.

Suppose you met a banker who took the time to talk with you? "

B&C EHI LO&C^{IE} M&C^{IE} P&C

GENEVA'S PRIVATE BANKERS

LIBERTY · INDEPENDENCE · RESPONSIBILITY

to our clients. For we define progress as being ever closer, ever more responsive to those who place their trust in us, wherever they may be. Which, indeed, is why we are bankers – Private Bankers.

IN GENEVA:

BORDIER & Cie

DARIER HENTSCH & Cie

LOMBARD ODIER & Cie

MIRABAUD & Cie PICTET & Cie

(1844)

(1796)

(1798)

(1819)

(1805)

Montblanc

The Banque de Régions Privé Genève is not regulated in the United Kingdom and does not conduct investment business in the United Kingdom. The protection afforded to shareholders under the UK regulatory system would not apply and compensation under the Investors Compensation Scheme would not be available. This advertisement has been approved by Lombard Odier Private Asset Management Limited and Pictet Asset Management UK Limited, regulated by DIFID.

جوليان

FINANCIAL TIMES TUESDAY APRIL 27 1999 *

a plans
issue
t growth

THEM:
**You can learn
a lot from us.**

Another Deloitte Consulting Difference

**DELOITTE
CONSULTING:**
**We can learn a lot
from each other.**

**Deloitte
Consulting**

*A very different approach.
For very different results.*

www.dc.com

© 1999 Deloitte Consulting Ltd.

MANAGEMENT & TECHNOLOGY



PEOPLE ON THE MOVE

Kalff leads boardroom reorganisation at ABN Amro

Boardroom shufflings have begun at ABN Amro a year ahead of retirement day for Jan Kalff as chairman.

Slipping into a director's chair is Jaap Kuiper, who rejoined the Dutch bank only last October. He had headed MeesPierson, the domestic investment banking offshoot which Kalff sold in 1996 to the Belg-Dutch Fortis. But Kuiper stuck it there only 18 months.

After returning to run ABN Amro's treasury and fixed income operations, he takes joint responsibility on the board for the group's international division. That eases the workload of Jan Maarten de Jong, who becomes divisional chairman after the death last month of Michael Drabbe.

De Jong is also handing over the supervision of risk management to Tom de Swaan, the chief financial officer poached last year from the Central Bank. The moves are being read as freasing-up de Jong to learn his way into Kalff's job, for which he is tipped. Kalff himself insisted last week, though, that the succession would be settled only in the autumn.

Second in board seniority is the youthful Rijkman Groenink, though it was he who led a failed lunge last year at Belgium's Générale de Banque, which, to Kalff's anguish, was bagged by Fortis. Kuiper had a seat on the Fortis board but quit at that time, apparently out of concern that MeesPierson would be subsumed in a Brussels-based investment banking empire. *Gordon Cram, Amsterdam*

Senior changes at Komatsu

Komatsu Electronic Metals, the semiconductor division of Komatsu, the Japanese group, has announced a management reshuffle and named Kunio Ikeda, executive management director, as the new president, effective June 29.

He will replace Eisuke

Nakanishi who is becoming chairman after serving as president for five years.

As part of the plans to rationalise its management, the number of directors will be reduced from 19 to seven. New directors will include Mitsuo Yokokawa, general manager of accounting and finance division; Masahiro Sakane, executive managing director at Komatsu; and John Metlock, president of Komatsu Silicon America.

Ikeda, 58, joined Komatsu in 1965 and was appointed to Komatsu Electronic Metals to become executive managing director in 1996.

Nobuko Juji, Tokyo

Clowes joins Commerzbank

Commerzbank Global Equities, the international equities arm of Commerzbank, has appointed Simon Clowes, director and head of Asian equity trading at ING Barings Hong Kong, to head its Asian equity derivatives division in Tokyo. Before joining ING Barings, Clowes spent six years at Bankers Trust in London and Frankfurt.

Clowes will initially focus on consolidating the Asian derivatives team and then expand the business across other Asian markets.

Chris Martin, head of Japanese equity structured products and senior vice-president at Lehman Brothers Tokyo, will also join Clowes' team.

Nobuko Juji, Tokyo

Malone leaves C&W for Pick

After 11 years with Cable and Wireless, Thomas Malone is leaving the communications giant for a loss-making Internet technology group which had sales last year of less than \$10m.

Malone, who was most recently president of C&W's commercial internet operation in the US, will become chief executive of Pick Communications.

Pick aims to bypass congestion on the web by using satellite technology to transmit audio and video from content providers to internet service providers, rather than wires. The

Henry Ho: to join Atlantis Investment Management (Asia)

company has its own internet portal, which "is to television and radio what America Online is to print", Malone said.

Malone, 43, said he believed Pick's technology could "change the face of the internet, allowing it to reach its full potential".

The C&W internet business, once part of MCI, included an "internet backbone" business and web hosting and messaging services. Malone's previous roles with C&W USA included senior vice-president of business development. Before joining the group in 1988 he worked for Sprint International, GTE Telenet and CompuServe.

Pick, which is based in New Jersey, reported a \$13.1m net loss last year, on sales of \$9.8m. The group has been funded by Philips, Microsoft and private placements.

Diego Leiva, chairman, said Malone's experience was ideal "to drive Pick's successful entry into internet access".

Andrew Edgecliffe-Johnson, New York

Schenz grasps OMV nettle

Richard Schenz, 59, chief executive of OMV, the Austrian oil and gas company, has taken control of the group's gas business following a boardroom row over gas strategy which was undermining investor confidence in OMV's management.

Marc Hall, 40, OMV's youngest executive director, who had been responsible for exploration and production (E&P), and gas, two of OMV's four divisions, will retain responsibility for the loss-making E&P division, OMV's smallest operation.

OMV's gas operations have traditionally been the most

reliable part of the group and OMV wants to exploit its position as a central European transportation hub for Russian gas exports. However,

liberalisation of the European Union gas market has forced a major rethink of the expansion strategy.

Hall is understood to have favoured OMV seeking a domestic Austrian partner to strengthen its gas business, while other OMV executives favoured an international solution to survival in a deregulated gas market. There have also been reports that the Abu Dhabi International Investment Company, which owns 20 per cent of OMV, was unhappy with Hall's strategy.

Hall's demotion is potentially embarrassing for Viktor Klima, Austria's chancellor, and a former OMV executive. OMV has traditionally had close ties with Klima's ruling Social Democrat party. Hall had been Klima's adviser when he was minister of transport and he replaced Wolfgang Ruttmansdorfer when the latter joined Mr Klima's cabinet.

Schenz, with the assistance of Walter Hatak, OMV's deputy chairman, and Gerhard Roiss, head of chemicals, will deal with the position of OMV's gas business which will be "aggressively pursued".

William Hall, Zurich

Ho moves to Atlantis

• Henry Ho, previously a director of Barings Asset Management (Asia) has been appointed managing director of Atlantis Investment Management (Hong Kong).

People on the Move is edited by Lisa Wood.

TIM JACKSON
ON THE WEB

Sell internet shares by using your wits

An 'e-manager' which distributes initial public offering stock to brokerage clients is aiming to put traditional investment banks out of business

When you look at the sharp increases in the share prices of newly floated internet companies, it is easy to forget that the one-day gains made by their initial investors have a dark side: money 'left on the table' by the company issuing the shares.

In a typical internet initial public offering (IPO) that raises \$100m (\$52m) in new money, an instant fivefold increase in the share price means the company has given up \$400m in capital that it might have raised. A recent story in a US internet magazine argued that the consistent underpricing of internet IPOs shows at first sight that chief executives of web businesses ought to take a tougher line with their investment banks – but then concluded the reason chief executives tolerate this underpricing is because they have a separate PR agenda. As dizzying rises in a company's share price hits the newspapers and TV, and brings valuable free publicity and customers.

This is probably too Machiavellian an explanation. A better reason for the high first-day gains is that the differing perspectives of institutions and retail investors are making internet issues very hard to price. Individuals are simply willing to pay far more for shares in web businesses than institutions – yet the traditional investment banking process of pricing new shares by gauging the demand from initial institutional investors is no longer an accurate proxy for the market as a whole.

Andrew Klein, a former investment banker who started a microbrewery in New York, believes he has found a better way. Having raised money directly from web users for his

Spring Street Brewing Company, Mr Klein then started a new company called Wit Capital which aims to put traditional investment banks out of business.

What this means specifically is offering shares in IPOs not just to institutions and a few favoured high-net-worth retail investors, but to any retail investor who wants them and to use the internet to cut the administrative costs that would normally make such a process uneconomic.

Wit Capital calls itself an 'e-manager'. Without becoming an underwriter in an offering (a status that carries the obligation to buy shares that investors have a separate PR agenda). A dizzying rise in a company's share price hits the newspapers and TV, and brings valuable free publicity and customers.

But this is only the first step in a more ambitious plan. Wit Capital already offers online brokerage services; it plans to launch an Angel Fund (allowing investors to buy into private companies before their IPOs), and an after-hours trading service in which individuals could buy and sell shares directly with other individuals. The company has also just started a research department that will distribute research freely instead of merely to favoured clients.

So far, Wit has signed up 20 online brokers as partners, known as 'e-dealers', who will offer participation in IPOs to their retail clients. Together, these brokers accounted for 29 per cent of all the online brokerage accounts in the last quarter of 1998. Wit has

participated in 41 IPOs already, and is involved in nine that are forthcoming – including Xoom.com, mail.com; the Mining Company; Earthweb; MarketWatch.com; VerticalNet; iVillage; and Mypath Interactive.

The company has also hired some great people. In addition to Robert Lessin, a former Morgan Stanley banker who joined after serving as vice-chairman at Salomon Brothers, Wit has a co-CEO who was formerly vice-chairman of Charles Schwab, and a star head of research from Merrill Lynch.

A preliminary 'red herring' prospectus filed with the SEC for Wit Capital's own IPO offers a frank account of the risks it faces. Revenues in 1998 were \$2m and cumulative losses are above \$18m. The 'e-dealers' have not yet set up the technical interfaces that will allow the Wit network to operate, and in any case none is signed exclusively for more than three years. In addition, the company is having difficulty breaking into the charmed circle of investment banking.

"We have experienced a high level of customer dissatisfaction principally due to our inability to sell to our customers the number of shares they want to purchase," explains the prospectus. "If we can't get allocation in IPOs, we may need to rethink the strategy of being a lead manager and instead become lead underwriter [which has to buy shares if investors refuse to]."

The company also faces competitors. Noticeable absents from its e-dealer list is ETrade, a leading online broker that has set up an investment banking venture called EOffering in partnership with Sanford Robertson, founder of Robertson Stephens. And there are other players, including Hambrecht & Quist. But Wit is a daring venture with strong backers and good managers.

tim.jackson@pobox.com

SIEMENS

With e-SPEED your customers spend their time doing, not organizing!

Travel agents, airlines, hotel chains, car rental companies have all turned to Siemens Business Services (SBS) for innovative e-SPEED™ solutions. e-SPEED™ combines the knowledge and experience of Siemens Information and Communications services to provide clients with innovative business solutions. Anytime, anywhere... Your customers want to capture a day, 7 days a week access to organize, book and pay for their vacations. For more information e-mail: info@e-speed.com

e-SPEED™

Information and Communications

© 1999 Siemens Business Services

Kalk Kwik
We want

FRANCHISING

Business Services

BUSINESS OPPORTUNITY

BUSINESS OPPORTUNITIES
READERS ARE RECOMMENDED TO SEEK APPROPRIATE PROFESSIONAL ADVICE BEFORE ENTERING INTO COMMITMENTS
Transport Company For Sale

Based Home Counties



Well established Road Transport Company, based in the Home Counties, with strong involvement in Airfreight collections and deliveries. Our client has a turnover exceeding £4 million, is very profitable and the business can be easily relocated. (Lease commitment short). The business has over 80 vehicles, with 30 on contract hire basis. Owner prepared to stay with the business for 3 years.

Please contact Howard Jupp/Daryl Hill
on 01784 421294 or Fax: 01784 421761
e-mail: hjupp@fcd.co.uk

Venture Capital Report
Intelligence for smart business angels

Each month Venture Capital Report provides business angels with profiles of a number of innovative and energetic companies, all unquoted and looking for enterprise investors. As Venture Capital Report will have carefully researched each company, you will get a clear idea of just how successful your investment might be. Venture Capital Report is the UK's foremost business angel network, and the only network to be regulated by the SFA. Subscribing gives you the opportunity to maximise your returns and get tax breaks, and costs just £30 a month. Order a free sample by quoting ref. TFB.

Tel: 01865 784411 E-mail: vcr@vcr1978.com

SELLING YOUR BUSINESS?

We have the skills and experience to achieve the best price for your business and structure the deal to achieve maximum tax efficiency. If you are considering a sale and your turnover exceeds £1m, we would like to talk to you.

Our charges are based largely on results - so you have little to lose. For a confidential discussion without commitment please contact Liques Blackstone at:

Blackstone

Franks

 100 Newgate Street, City of London EC1A 7AA
T: 0171 222 1222 F: 0171 222 1223
E: franks@blackstone.com

www.blackstone.com

INDEPENDENT FINANCIAL ADVISERS (IFA)

Part of a general brokerage, wishes to sell small, profitable life & pensions / corporate portfolios.

Seismic requires

from principals only

Ref: B6389, Financial Times,
One Southwark Bridge, London SE1 9HL

PRIME INTERNET DOMAIN NAMES for sale including:

sample.com
looksearch.com
research.com
newswires.com
information.com
highways.com
internet.com

Best Offers invited.

Phone 0151 670 0855 or e-mail

dnsales@geocities.com

BUSINESS SERVICES
OFFSHORE COMPANIES, TRUSTS & FOUNDATIONS FROM US\$350

Since 1977 we have specialised in advising on the use of offshore companies, trusts and other structures to achieve both personal and corporate tax savings and to minimise privacy.

We incorporate in ALL offshore jurisdictions and offer full post incorporation services - professionally and at reasonable cost.

INTERNATIONAL COMPANY SERVICES LIMITED

The Offshore Professionals

www.icsl.com

International Directory of New Product Sources

Including New Inventions & Innovations

Over 175 Pages covering more than 40 Countries.

For FREE details and Name & Address of AGM Suppliers, AGM House, 252 CARTER-HATCH Road, London EN5 3EB

INCORPORATE YOUR PORTFOLIO TODAY!

Start your own business

1-800-COM-PERUADA

1-702-822-1000

or visit us at

www.nchinc.com

Do you just want to make a living?
Or build a future?

Print, Copying & Design is the life blood of every business.
And as an owner of a Kall Kwik Centre you will have the perfect introduction to all those businesses.
So if you have £45,000 to invest, the ability to manage your own team and enjoy dealing with customers, call us for an information pack quoting FT 2774

FREPHONE 0500 872060



PRINT COPY DESIGN

We want your business.

For more information on Classified Business Advertising in the FT
please call:

Tel: +44 171 873 3349 Fax: +44 171 873 3064

BUSINESSES FOR SALE
WEST AFRICA

The Liquidator of West Africa Publishing Company Limited, John Stewart Baird, offers for sale the title of West Africa magazine together with the assets of the Company.

West Africa has been published since 1917 and is one of Africa's best known and authoritative magazines.

West Africa has an important list of international subscribers and a customer base for sales and advertising in Africa, Europe and North America. It also has 82 years of unrivalled copyright material and a unique photographic archive.

Interested parties should contact John Stewart Baird at Kilsons Impex, Spectrum House, 20-26 Curzon Street, London EC4A 1HY to obtain further details.

Telephone: 0171 405 2088 Fax: 0171 334 4741
E-mail: stair@kilondon.hk.kilsons.co.uk

KILSONS
IMPEX

Chartered Accountants Business advice that counts

Kilsons Impex is authorised by the Institute of Chartered Accountants in England and Wales to carry on licensed business

HUMBERTS LEISURE
Development company for sale

A major project in progress, close to Milan with planning consents for:

- Principal or holiday homes and apartments
- Conference hotel
- Highly attractive integrated leisure and resort facilities

A superb elevated site in an unspoilt natural setting

For more information, please contact:

Sarah Boyd
12 Bolton Street, London W1Y 7PA
Tel: 0171 629 6700 Fax: 0171 409 0475
e-mail: sarahboyd@humberts-leisure.com

CHARTERED SURVEYORS
DISCRETE BUSINESS SPECIALISTS

Dudley Drop Forging Co Ltd
(in administrative receivership)

Specialist Drop Forging Manufacturer

The Joint Administrators Receivers offer for sale as a going concern, the business and assets of Dudley Drop Forging Co Ltd, a manufacturer of high quality drop forgings for the automotive industry.

Principal features include:

- Established customer base of blue chip companies
- Contracts in progress for production at Rover, Land Rover and Jaguar
- Freehold premises on a site covering approximately 10 acres within close proximity to the Merry Hill shopping centre
- Plant and machinery including forge and heat treatment equipment
- Turnover of approximately £14 million
- Skilled workforce

For further information please contact the Joint Administrators Receivers, Myles Hally and Michael McLoughlin, EPMC, 2 Conwall Street, Birmingham B3 2DL Tel: 0121 232 3000. Fax: 0121 232 3500.

www.kpmg.co.uk

KPMG

It's time for clarity.

Knight Frank

Ston Easton Park Bath, Somerset

- Important Grade I Listed 18th century Palladian mansion
- 20 superb letting bedrooms
- Magnificent Georgian reception rooms
- 17th century Gardener's Cottage with 3 suites
- Lodge House and Stable Block
- Valuable planning permissions for significant expansion
- Multiple award winner - member of Relais & Chateaux
- Tennis court, 4½ acre kitchen garden
- 27 acres (10.9 ha) of gardens and parkland laid out by Humphry Repton

www.knightfrank.com

Exeter 01392 493101 London 0171 629 8171

www.knightfrank.com

FOR SALE
BULK MATERIALS HANDLING CONTRACTING BUSINESS

Currently owned by a subsidiary of a UK plc, the business undertakes design and construction of materials handling systems for mines, ports, power stations, cement plants etc, both nationally and internationally.

Over the last 6 years its turnover has averaged £15 million per annum.

For more information please contact:

Box B6385, Financial Times,
One Southwark Bridge, London SE1 9HL

COMPANY NAME FOR SALE
Internet Solutions Limited

Please apply to Box B6385, Financial Times,
One Southwark Bridge, London SE1 9HL

MBI OPPORTUNITY

Executive Resourcing
Executive Search and Recruitment
Highly reputable and profitable
£1.5 turnover with good
European links and a 20 year
blue chip client history.

Excellent management structure
with good succession, orderly
exit of owner in c18 months.

For further information contact:
Box B6385, Financial Times,
One Southwark Bridge, London SE1 9HL

FOR SALE MAIL ORDER COMPANY

- Large customer base
- Good gross margin
- Up-to-date catalogue

For further information contact:
Box B6385, Financial Times,
One Southwark Bridge, London SE1 9HL

www.kpmg.co.uk

Loyd-Gibson UNIMERGE Ltd.

Tel: 01242 238606

Fax: 01242 221754

For further information, apply in
confidence to Box B6385, Financial Times,
One Southwark Bridge, London SE1 9HL

www.kpmg.co.uk

Loyd-Gibson UNIMERGE Ltd.

Tel: 01242 238606

Fax: 01242 221754

For further information, apply in
confidence to Box B6385, Financial Times,
One Southwark Bridge, London SE1 9HL

www.kpmg.co.uk

Loyd-Gibson UNIMERGE Ltd.

Tel: 01242 238606

Fax: 01242 221754

For further information, apply in
confidence to Box B6385, Financial Times,
One Southwark Bridge, London SE1 9HL

www.kpmg.co.uk

Loyd-Gibson UNIMERGE Ltd.

Tel: 01242 238606

Fax: 01242 221754

For further information, apply in
confidence to Box B6385, Financial Times,
One Southwark Bridge, London SE1 9HL

www.kpmg.co.uk

Loyd-Gibson UNIMERGE Ltd.

Tel: 01242 238606

Fax: 01242 221754

For further information, apply in
confidence to Box B6385, Financial Times,
One Southwark Bridge, London SE1 9HL

www.kpmg.co.uk

Loyd-Gibson UNIMERGE Ltd.

Tel: 01242 238606

Fax: 01242 221754

For further information, apply in
confidence to Box B6385, Financial Times,
One Southwark Bridge, London SE1 9HL

www.kpmg.co.uk

Loyd-Gibson UNIMERGE Ltd.

Tel: 01242 238606

Fax: 01242 221754

For further information, apply in
confidence to Box B6385, Financial Times,
One Southwark Bridge, London SE1 9HL

www.kpmg.co.uk

Loyd-Gibson UNIMERGE Ltd.

MANAGEMENT

Reflections of a knowledge worker

From the economic lessons of Hitler to customer power and the productivity of nurses, 89-year-old management guru Peter Drucker still produces telling insights. As his latest book is published, he talks to Tony Jackson

Peter Drucker is a unique figure in 20th-century business. The first of his influential studies of management and the corporation date from the 1940s. Now nearly 90, he remains highly active as teacher, writer and consultant.

The main thrust of Mr Drucker's thinking is forward-looking; his latest book, just out, is called *Management Challenges for the 21st Century*. But he also has a strong sense of history and a taste for anecdote.

This, after all, is a man who, as a young journalist, frequently interviewed Hitler before his rise to power; who attended the economic seminars of both Keynes and Schumpeter in the early 1930s; and was associated with some of the century's prominent industrialists such as Alfred Sloan of General Motors.

In a recent day-long interview at his house outside Los Angeles, both those aspects were on display. We begin with a suitably fundamental question: in the age of the knowledge worker – a term Mr Drucker coined in 1959 – what exactly do we mean by capitalism?

Practically speaking, he argues, the original meaning has long since been lost. It now simply means anything *not run by the state*.

He recalls how governments across Europe, before and after the second world war, nationalised companies and banks in a vain attempt to control the economy. "Hitler was much brighter. He told me, again and again, that nationalisation was totally unnecessary. What he didn't say was that if you can shoot people, you don't have to own their businesses."

Governments today, he believes, have latched on to a less bloodthirsty version of Hitler's principle. "Mrs Thatcher's idea that government is retrenching has very little evidence for it. Government is getting more powerful, not through owning but through regulation."

"It's worst in this country, but pretty bad in Britain too. Governments everywhere realise that ownership is a mistake. The commanding heights of the economy now consist not of owning, but of Hitler's recipe of control by regulation."

Below that level, he argues, the chief characteristic of modern capitalism is an inherent tension centred on knowledge workers: between their twin capacities as owners of companies through their savings, and as employees.

"As shareholders, through pension funds and mutual funds, these people have a legitimate desire for earnings. At the same time, they are exceedingly unhappy with shareholder capitalism in their jobs.

Mr Drucker teaches a course on executive management to upper and middle managers.

"You have no idea how they despise the financial people: how our top management alienated the professionals by the way they did the downsizing, with people getting \$20m bonuses for firing 10,000 workers."

The knowledge workers also know very strongly that the financial manipulators have no respect for honest work. And they don't. They treat them as peons, as hired hands. But knowledge workers own the means of production. Slavery has been abolished: they can walk out the door."

It follows that companies have much to learn in attracting and holding knowledge workers: particularly given another recurring Drucker theme, that the developed world is facing a crisis of underpopulation, with too few young people to go round.

They also have much to learn in accounting for those workers.

"There's an enormous amount of talk now about human capital," he says. "I'm a little allergic to that. To talk of human resources implies you can buy or sell them. You can't. It's their capital."

But if those people cannot be put on a balance sheet, they are still assets. "Unless you can show these values, management will pay no attention to them. It's an old rule that you only attend to what is reported. The investment you put into those people is incredible; and until it's reported, all the top management talk about managing knowledge and the knowledge worker will remain rhetoric."

He claims to have made some progress on this. "I've been talking with statements which show investment in people not as expenses, but as capital. How

indeed knowledge worker capitalism – is that not slightly old-fashioned?"

On the contrary, he says, it is more true than ever. Granted, you have to triangulate between the demands of the workers, the suppliers of capital and the customers. Increasingly, though, it is the customer who has the ultimate

power of veto, and thus dictates the purpose.

The profit imperative is briskly dealt with. Aristotle said there can only be one end, but there can be many means. Profit is a means, very much like oxygen to the human body. It is absolutely necessary, but you don't exist for its sake."

Customer power is another matter. "In 1764, the year the spinning frame was invented, it took something like three man weeks to process a pound of cotton into yarn. So unless the entire world population worked on it, you just couldn't produce enough cotton, whatever the price."

"That we can fix overnight. I have tripled nurses' productivity in six weeks. All I do is hire a recent MBA – somebody who hasn't learnt anything yet, but we hope is ready to begin – and put him or her in as tool clerk. They fill in those goddammed forms – very few of which serve any purpose – and they answer the telephone."

At this point, we switch to another established Drucker theme: the purpose of the corporation.

He argued 45 years ago, in his book *The Practice of Management*, that companies existed not to make profits, but to create and satisfy customers. In an age of shareholder capitalism – or

Today's elasticity of supply, by contrast, comes down to the fact that all the major wants can now be supplied in different and competing ways not merely by products, Mr Drucker argues, but by non-products.

For instance, he has a bad knee from his days as a ski-jumper.

"There are three ways of treating it: a knee replacement by the injections which I am now getting, or by exercises. The knee replacement is a heavy capital investment, the injections are very cheap, and the exercises cost nothing but time. For most knees these treatments compete, but not in the classical economic sense, and certainly not on price. Modern economics cannot handle that."

Some industries have yet to feel the full effects. "Any new industry starts out with demand being more elastic than supply. That's what you had in the computer-based industries, until now. It's over. The industry is about to change drastically, and the old-timers will not know what happened."

This is the kind of blasting statement that Mr Drucker specialises in. Take another couple of examples from elsewhere in the conversation.

"Most of the present manufacturing multinationals in the



Finger on the pulse: "You have no idea how managers despise the financial people," says Drucker

Zuma Press

oar, *Adventures of a Bystander*, Mr Drucker recalls being admonished at the age of eight by a friend of his father's. "To watch and think for yourself is highly commendable," the man said.

"But to shock people by shouting strange views from the rooftops is not."

As Mr Drucker adds, hard luck. It is the lot of the bystander to see things differently. And so far, at any rate, he has been right as often as not.

Peter Drucker on . . .

Mr Drucker's conversation is nothing if not wide-ranging. Some of the nuggets:

THE GREAT ECONOMISTS

Peter Drucker claims to have been the only person to attend the seminars of both Maynard Keynes and Joseph Schumpeter. His admission to the Keynes seminar came on winning the gold medal of the European Economic Association, with a paper showing "with absolutely rigorous mathematics" that the US stock market could only go up. It was published on October 15, 1929, one week before the Wall Street crash.

Both Schumpeter and Keynes were miserable teachers: though Schumpeter was very good in small seminars, such as the one I went to in Bonn.

Schumpeter was a rascal: women affairs, money affairs – one scandal after another. My father, who was a close friend, bailed him out again and again.

The Keynes seminar had about 30 people, and was a theatrical production. Mr Keynes entered stage left and lectured for 20 minutes, pointing to a formula on an enormous blackboard. Then he would exit stage right.

It would come [Richard] Kahn, his sidekick mathematician and a distinguished economist in his own right. He would wipe the blackboard without saying a word and write equations for 25 minutes. Then exit left. Keynes would come in and lecture on these equations in turn. We had a theory it was the same person; one talked, the other scribbled.

RETIREMENT

Mr Drucker is convinced that demographic changes in the developed world, whereby the low birth rate means young people will be heavily outnumbered by the old, will lead to people working longer.

Retirement has now taken on a different meaning. It means leaving your job, but not necessarily stopping work. You have enough income from your pension not to go hungry, so you have more freedom. You get control over how you work.

After 20 or 30 years, a nine-to-five job is very monotonous unless you're at the

top, or unless you are in a job where each day brings something new. Even if you move from the Bank of America to the First National Bank of Chicago, the main difference you'll notice is the parking lot.

But you don't stop working, partly because playing bridge or golf doesn't keep you satisfied for ever. If you worked 40 years at a steel mill, you're tired enough to be happy with a fishing pole. But if you've been sitting down for 30 years, you may be 60 but you're in the shape of a 30-year-old a century ago.

I know a vice-president of metallurgy at a big engineering company who took early retirement at 45. Now he is a consultant to half a dozen companies. I asked him why he did it. He told me his old company had a major

metallurgical problem maybe five times a year. The rest of the time he wrote papers. Now, whenever

any of his companies has a problem, he swings into action.

And a lot of people go into non-profit work as volunteers: the Girl Scouts or caring for the homeless. My middle daughter is a lawyer in her mid-60s. She is now semi-retired, so that she can spend two days a week teaching reading to young Chinese girls.

ACCOUNTING

When I started work in 1927 with a very old and prosperous cotton exporter in Hamburg, most businesses did not have double-entry book-keeping. It was introduced at the firm by the chief book-keeper.

The book never accepted it. He said: "If I want to know where we stand, I stay behind on Saturday and count the petty cash. That's real. The rest is allocations." He had a point.

When I went to London to work for a small investment

bank, I was taught by my boss, who was an old, shrewd banker, always to begin with cashflow. He argued it was the only thing that even the smartest accountants couldn't judge.

Proper accounting on those lines only came in after the second world war, with the flow of funds statement. The next step could be a comparable statement of the investment flow and productivity of knowledge.

I've toyed with that, but I didn't work it up. I'm not saying I could. There are problems in putting a numerical value on it. I think it would be the first statement to use ranges, not precise figures.

I believe that if accounting hadn't been invented 700 years ago – if we had waited until the 18th century – most of our accounts would show ranges. We now know how to handle plus-or-minus probabilities. The accountant's figure is basically a mid-point between guesses.

MARKS AND SPENCER

Mr Drucker knew the Marks and Spencer dynasty in London in the early 1930s. The contact was his wife, who did market research for the company.

I've very rarely seen a pair that complemented each other the way Simon Marks and Israel Staff did. Israel's son, the second Lord Staff, once said to me: "when my uncle Simon goes into a store, he sees everything. My father sees everything when he looks at a sheet of figures".

Simon Marks was responsible for the great technological invention that made Marks and Spencer. If you buy a shirt, it has a price tag. He invented a double tag, with a perforation down the middle and the same information on both halves.

When a woman brought a blouse to the checkout counter, the checkout girl tore off half the tag and dropped it into a 1930s version of the computer – a cigar box. When the box was full, a trainee took it and phoned the numbers to the Baker Street headquarters, where another trainee took them down and phoned them to the factory.

That told the factory which branch was running low on pink

long-sleeved medium-sized blouses. Two days later, they were at the branch. That was Simon Marks's invention: no inventory, and no capital expenditure.

CURRENCY SPECULATION

The enormous amount of virtual money generated by people trading for their own account is a mug's game. This worldwide flood of money – as opposed to capital – serves no legitimate economic purpose. It cannot earn a return (in the long run), but is desperate for a return. It is thus predictably that you will have collapses.

When I worked for a small investment banking house in London, in the early 1930s, my first job was as foreign exchange trader – a job I'd never done before. After six months the old man, who had 250 years of banking in his bones, called me in and said: "Mr Drucker, as of next Monday you are no longer our foreign exchange dealer. You are our economist."

I said: "But I'm just beginning to be reasonably good at foreign exchange trading." He said: "That, my boy, is why we're pulling you out. In no time at all you will think you're clever, and it is the firm's money you will lose."

JOB MOBILITY

One thing that is very hard to explain to younger people is that when I was born there was no such thing as success. You stayed in the class into which you were born. Now people in developed societies have mobility: in part because they are educated for longer.

When my father was Austrian acting minister of finance in 1920, he had a driver who had extraordinarily brilliant twin boys. My father arranged for them to go to Latin school.

I will never forget the driver and his wife coming in their Sunday best to thank my father. They tried to kiss his hand. Suddenly the driver broke out in tears and said "I know how much we owe you, but I can never forgive you. I have lost my children."

Blue collar workers never looked for a job in the old

industrial cities of this country. Suppose you were a boy in Cleveland who got a girl in trouble and dropped out of school to marry her. The priest would say to a member of the congregation who was a supervisor at the steel plant, "Michael is a good boy." That's how you got a job.

The only mobility blue collar workers had was in times of war. Let me give you a German example. You know there has been depression in the Ruhr now for 20 years, and until very recently a labour shortage down around Stuttgart. You know how many blue collar workers have moved? None.

Their grandfathers came from East Prussia and worked for Krupp. If you had a male child, your wife got a present and the child got an employment certificate, valid from his 16th birthday. That was still true when I was a young man.

Now, the sons of friends of mine is head of psychology at a redbrick university in the Ruhr. His students are sons of blue collar workers. He told me that not one of them works in the

Ruhr. They're all in Bavaria or Stuttgart, where the good jobs are.

MANAGEMENT

Most specialists today don't want to get into management. They find it boring, and for good reason. It is boring.

The best definition of management I know came from a scientist at General Electric who turned down promotion as one of the senior people in a GE lab. He wrote "my children are past the age where I have to change their diapers. I don't want to do it again." As a manager, you clean up messes. Who the hell wants to do that?

So educated younger people demand different opportunities. Judging by the American companies I know, no management understands that.

Management Challenges for the 21st century by Peter F. Drucker is published by Harper Business on May 4 price £25.50. To order a copy from the FT Bookshop ring +44 181 324 5511 or fax +44 181 324

An urgent and revealing book!
Published through the press in view of recent critical events

THE END OF ECONOMIC MAN

by PETER F. DRUCKER

with an introduction by H. N. Brailsford

It shows why Fascism has become master of Europe . . . how there is no way back from Fascism to Capitalism or Socialism, only the way forward to a new order of society built not upon economic values, but upon the fundamental European values of freedom and equality.

H. N. Brailsford writes: "This book is a summons. The end of Economic Man forces on us a revaluation of our values. Has our civilization the vitality to perform this task?"

لهم اسْتَغْفِرُكَ

Edinburgh shows off its drawings

William Packer is impressed by exhibitions at the city's two main art galleries

Edinburgh always has its moments, so far as the visual arts are concerned, with temporary exhibitions the year round, and always the permanent collections of the National Gallery of Scotland and the Scottish National Gallery of Modern Art to keep one astonished in the meantime. So it is now, with a magnificent group of drawings from the collection at the NGGS.

The joy is that, in such company, the greater works spring off the wall, and even a scrap may prove a masterpiece

and at the SNGMA, the only showing outside Israel of the Avigdor Arikha retrospective. Also, SNGMA's long-awaited annex, The Dean, is now open and showing its fine group of Dada and Surrealist work.

In a mere 80 sheets, *The Draughtsman's Art* at the NGGS covers the period from the early 16th to the late 18th century, and touches all the major European schools but the Spanish. The title perhaps bespeaks a certain definitive intention, but in the event it is more a demonstration than didactic, showing the scope of practice at large in its historic variety of material and approach rather than drawing threads together or making an argument.

NEW YORK THEATRE

A lack of heart proves fatal

Just in time for Tony Award nomination, three new musicals have washed up on Broadway; one showcases classic Americana (*It Ain't Nothin' but the Blues*), another celebrates the Gershwin (*Fascinating Rhythm*) and the third, *The Civil War*, ransacks the poetry of Walt Whitman, the speeches of Abraham Lincoln and the correspondence of real-life 19th century lovers. Was it only two years ago that Broadway seemed capable of telling modern stories in a modern idiom? Those days seem as antiquated as the Spice Girls.

Characters in *The Civil War* may sport Victorian high hats and frilly bonnets, but the show's songs, as its creators keep telling the press, are meant to sound new. As if to justify a score which, barely five minutes in, blares forth an excruciating FM-power ballad, Gregory Boyd, one of *The Civil War*'s creators has said: "For a long time in our history, 'theatre music' was the pop music of the day. Porter, Gershwin, Berlin, Rodgers & Hart & Hammerstein, Bernstein and Lehar & Loewe - all these 'theatre composers' had their songs... played on the radio."

It is all very well to cite such sterling musical models, but before you start stretching the comparisons you might bother to come up with some songs in which lyrics linger and melodies matter. This Boyd and his colleagues have spectacularly neglected to do.

Their failure is regrettable, given that the show's composer, Frank Wildhorn, also has two much more engaging projects currently on Broadway: *The Scarlet Pimpernel*, an often witty swashbuckler whose staging was revamped recently with great success; and *Jekyll and Hyde*, which, however much it might make the critics reich, at least makes its legions of fans endlessly happy.

The Civil War, by contrast, has going for it neither finesse nor fright. Despite a score that resorts to every pathos-tugging genre imaginable - guitar-based folk, rhythm and blues; call-and-response gospel - the show fatally lacks heart.

Its creative troika and its director, Jerry Zaks, try energetically to pump up the proceedings, but they seem to think that express-

ing emotion is the same as evoking it. The inability to discern this difference is partially related to the musical's conception.

Unlike more book-based Broadway shows, *The Civil War* is not structured as an orderly narrative. Against the endlessly shifting rear projections of Wendell K. Harrington, we instead listen to mostly ordinary Americans - greenhorn soldiers, shameless profiteers, mistreated slaves, wives left behind - sing of the ravages of war and the thirst for liberty. There is a quasi-narrator, Frederick Douglass, but apart

from a progression of battles flashed on the backdrop, no clear plot.

Since *The Civil War* cannot engage its audience's emotions through the twists and turns of a story, or cause us to care about its characters as they meet developing challenges, it must rely for effect on our connection to historical events and on our response to its performers. But history without narrative is merely fact-filled impressionism - an oratorio with sound and light cues.

To be fair, several of the per-

formers do make an exhaustive effort trying to animate the stage. Michel Bell, whose voice is as deep as Dixie, sings the besieged out of "Tell My Father". Matt Bogart, as a fallen confederate private, brings honor to the grief-inflected "Tell My Father". And Lawrence Clayton rousing leads a mini-chorus in the freedom-seeking number "River Jordan".

But no battery of statistics or barrage of big-voiced singers can do much to convey a conflict filled with what Stephen Crane, in *The Red Badge of Courage*,

called, with tragic irony, "Homeric notions of war." Setting out to create what they call "an emotional landscape," the creators of *The Civil War* have come up with a lavish overproduced concert in which characters may lose their loved ones but theatregoers lose something almost as precious: time and money.

Brendan Lemon

The Civil War, St James Theatre, Broadway.

OPERA IN LONDON

'Bunyan' hits the spot

Between now and early June there is a flicker of life from the Royal Opera. A revival of last season's production of *Paul Bunyan* and a few sad remnants of the summer's Verdi festival are all that remain from the original programme.

The big difference is the general outlook. When the company was struggling to drum up interest for Britten's youthful operetta the last time round, it looked like the dying gasp of an institution doomed to extinction. Now, with the new management in place and the opera-house re-building near completion, this seems a bit of vacation fun before everybody gets down to serious work.

By and large a good time is had by all. Performing *Paul Bunyan* in a modest theatre like Sadler's Wells was a sensible move and the pretensions side of the work is never allowed to get out of hand. Whenever the libretto starts to go starry-eyed, Francesca Zambello's production remains sensibly down-to-earth.

The uniqueness of this wartime opera is a large part of its appeal. *Paul Bunyan* stands almost alone as an example of an important composer and poet tackling the subject head-on during the war years and in the most public artistic medium of all - a work for the stage.

Maybe that helps to explain the confusing response. It is pretty well impossible to categorise the piece: experimental opera, Broadway musical, intellectual satire, populist comedy, political tract, it is all of them and none at the same time. The world was in flux and the world's artists do not seem to have known where they stood.

The one thing that is clear is that Britten and his equal partner, W.H. Auden, wanted to put on a slick American show. Saturday's Royal Opera revival was not exactly that (this was one of those "butterfingers" evenings when the props did not work and the scenery stuck) but it was fresh and amiable and entertaining.

A fully-professional production has certainly raised the work's stature. Most people used to associate *Paul Bunyan* with student performances, like its premiere at Columbia University, New York in 1941, until a concert of excerpts at the 1976 Aldeburgh Festival showed what four great singers could make of its water-thin little solos and ensembles.

There were some notable solo efforts here. Kurt Streit was inspiring as Johnny Inklings, who represents society's creative conscience. Peter Coleman-Wright scored by putting across every word of the Narrator's ballads. Susan Gritt and Timothy Robinson made a lovable couple as Tiny and Hot Sausage Slim; and it was good to encounter again old friends, such as Francis Egerton as Sam Sharkey the cook and Lillian Watson doubling as Third Goose and Fido the Dog. All their contributions,

together with the Orchestra of the Royal Opera House under Richard Hickox, will be captured for posterity by a live commercial recording. At least something permanent will have come out of the Royal Opera's troubled years.

Richard Fairman

Lustige Krieg; April 29

EXHIBITION
KunstHausWien
Tel: 43-1-712 0495
Jean-Michel Basquiat: Paintings and Works on Paper, 100 works on loan from the Mugrabi Collection; to May 2

OPERA
Wiener Staatsoper
Tel: 43-1-51444
Cavalleria Rusticana by Mascagni/Pagliacci by Leoncavallo. Simone Young conducts a staging by Jean-Pierreon; April 28

TV AND RADIO
• WORLD SERVICE
BBC World Service radio for Europe can be received in western Europe on medium wave 648 kHz (463m)

EUROPEAN CABLE AND SATELLITE BUSINESS TV

• CNN International
Monday to Friday, GMT:
06:30: Moneyline with Lou Dobbs
12:30: Business Asia
18:30: World Business Today
22:00: World Business Today Update

• Business/Market Reports:
05:07; 06:07; 07:07; 08:20; 09:20;
10:20; 11:20; 11:32; 12:20; 13:20;
14:20.
At 08:20 Tanya Beckett of FTTV reports live from Liffe as the London market opens.

THE ARTS



Studies to take the breath away: a female nude by Jacob Jordens (1596-1678)

cussion in Tangiers; the Seurat

the somewhat later Spanish artist, Ribera, is now given to Pollidoro da Caravaggio, in the early 16th century. It shows the raised arms and shoulders of a man blowing what appears to be a conch, with, on the same sheet, seven overlaid studies of heads of two men, each in profile, seen slightly from above, and wearing a cocked hat. It is a virtuous performance - an artist practising, studying, thinking in

the Seurat.

But two sheets take us closest of all to the very essence of drawing, in looking at the world, and seeking to understand and put down what is seen. Both are wonderfully unselfconscious, done not for show but for immediate purpose. One, once attributed to

Adolph Menzel, one of the supreme draughtsmen of the 19th century.

Again it is a composite sheet, with seven overlaid studies of

heads of two men, each in profile,

seen slightly from above, and

wearing a cocked hat. It is a virtuous performance - an artist practising, studying, thinking in

the Seurat.

The other is by Adolph

Menzel, one of the supreme

draughtsmen of the 19th century.

Again it is a composite sheet,

with seven overlaid studies of

heads of two men, each in profile,

seen slightly from above, and

wearing a cocked hat. It is a virtuous performance - an artist practising, studying, thinking in

the Seurat.

The other is by Adolph

Menzel, one of the supreme

draughtsmen of the 19th century.

Again it is a composite sheet,

with seven overlaid studies of

heads of two men, each in profile,

seen slightly from above, and

wearing a cocked hat. It is a virtuous performance - an artist practising, studying, thinking in

the Seurat.

The other is by Adolph

Menzel, one of the supreme

draughtsmen of the 19th century.

Again it is a composite sheet,

with seven overlaid studies of

heads of two men, each in profile,

seen slightly from above, and

wearing a cocked hat. It is a virtuous performance - an artist practising, studying, thinking in

the Seurat.

The other is by Adolph

Menzel, one of the supreme

draughtsmen of the 19th century.

Again it is a composite sheet,

with seven overlaid studies of

heads of two men, each in profile,

seen slightly from above, and

wearing a cocked hat. It is a virtuous performance - an artist practising, studying, thinking in

the Seurat.

The other is by Adolph

Menzel, one of the supreme

draughtsmen of the 19th century.

Again it is a composite sheet,

with seven overlaid studies of

heads of two men, each in profile,

seen slightly from above, and

wearing a cocked hat. It is a virtuous performance - an artist practising, studying, thinking in

the Seurat.

The other is by Adolph

Menzel, one of the supreme

draughtsmen of the 19th century.

Again it is a composite sheet,

with seven overlaid studies of

heads of two men, each in profile,

seen slightly from above, and

wearing a cocked hat. It is a virtuous performance - an artist practising, studying, thinking in

the Seurat.

The other is by Adolph

Menzel, one of the supreme

draughtsmen of the 19th century.

Again it is a composite sheet,

with seven overlaid studies of

heads of two men, each in profile,

seen slightly from above, and

wearing a cocked hat. It is a virtuous performance - an artist practising, studying, thinking in

the Seurat.

The other is by Adolph

Menzel, one of the supreme

draughtsmen of the 19th century.

Again it is a composite sheet,

with seven overlaid studies of

heads of two men, each in profile,

seen slightly from above, and

wearing a cocked hat. It is a virtuous performance - an artist practising, studying, thinking in

the Seurat.

The other is by Adolph

Menzel, one of the supreme

draughtsmen of the 19th century.

Again it is a composite sheet,

with seven overlaid studies of

COMMENT & ANALYSIS



PETER MARTIN

Too good to last

It is easy to look successful when money is pouring in. Coping with the after-effects when the bonanza stops is more difficult

Question: What do Japan's golf clubs, Korea's *chaebol* and California's internet start-ups have in common?

Answer: All have been the recipients of free capital, an apparently unlimited flood of money with no obvious price tag.

Getting free capital feels wonderful. In fact, I wouldn't mind some myself. But there is a price to pay while you're getting it – and an even bigger price when it dries up. Thinking about some of these consequences can help limit the damage.

Let's start by looking at the three examples mentioned earlier: Japan, Korea and the internet.

Japan's free capital was not confined to golf clubs. It flooded into every part of the Japanese economy in the 1980s. Giant industrial companies were able to raise what was effectively free capital by issuing bonds with warrants attached.

Because everyone expected Japanese shares to go on rising, the warrants were highly valued, driving down the cost of the debt. A tightly regulated financial system underpinned the process, by funnelling the oversupply of Japanese savings into low-yielding domestic accounts.

The consequence was a huge over-investment boom, as Japanese companies poured money into new factories at home and abroad. The economy is still living with the aftermath: falling prices and stagnation.

Korea's flood of free capital was never, strictly speaking, free. Instead, the *chaebol*, the giant family-controlled industrial groups, got access to unlimited government-subsidised debt at low interest rates.

Initially, in the 1970s, the supply of capital was

rationalised to those projects the government thought of national importance. Later, as Korea became a less tightly controlled economy, the *chaebol* chose their own projects, but still benefited from privileged access to low-cost funds. So they raced to compete in prestigious industries, such as car manufacturing and computer chips, creating too many weak rivals.

Now, as the government tries to move towards a more conventional system of corporate finance, the *chaebol* are heavily over-borrowed, while banks are too exposed to them.

Free internet capital is the result of the surge of initial public offerings, which allow start-up companies to raise equity at sky-high valuations. Since internet companies do not need much capital to create their "hard" assets, the funds get diverted into the creation of soft assets, such as brands.

Much of the money goes into expensive marketing. Some of the free capital is

used for takeovers. The drawback of free capital is obvious: it frees recipients from the normal market disciplines and leads to over-investment, particularly in prestige projects.

But there is a more subtle problem. Free capital covers a multitude of business errors. As long as it continues to flow in, fundamentally uneconomic activities look healthy. It is only when the free capital stops that the underlying weakness of such activities is revealed.

The recipients of free capital look like geniuses: they can afford lavish advertising campaigns, many staff and rapidly expanding offices. Such rewards, in the normal world, only go to those people who are able to produce genuine economic value. In a free capital zone, however, they go to everyone, blurring the distinction between valuable economic activity and make-work. Raising money joining the privileged

minority who have access to free capital – becomes the test of success. Deploying the capital effectively is less important.

The dangers of free capital are at their greatest when they are caused by structural distortions of the economy, as when governments divert flows of money to favoured projects. If this goes on for too long, the entire economy can be damaged, as in Japan, Korea and the former Soviet bloc.

Free capital is caused by the over-optimism of individual investors, as in the internet case, is less harmful. It amounts to a collective bet on the future. Over-valuing the future as compared with the present is less damaging when it is the outcome of thousands of individual freely made decisions than when it is imposed by a government-backed – ultimately – by collective powers.

In the internet case, there is another reason not to be too pessimistic: it will lead to over-investment in competing internet projects and brands, but – unlike under-used steel plants or chip factories – these virtual assets will not linger on for years depressing margins and deterring new entrants.

When an internet project fails, as some have already done, it just disappears. Who now remembers Global Network Navigator, an ambitious pioneer that has come and gone? Its ghostly presence lingers on in the web's search engines, but it does not depress other activity in the sector.

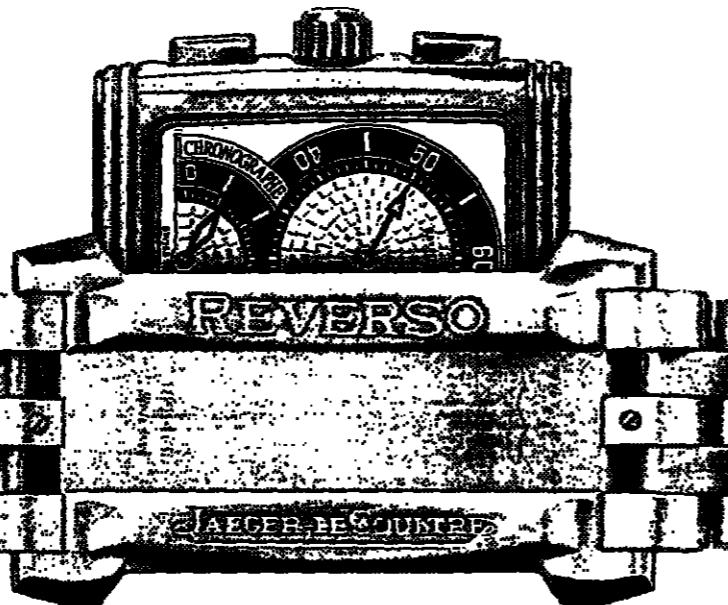
So the damaging after-effects of other examples of free capital may not offer an economy-wide cautionary tale for the internet boom. But at a micro level, they provide lessons for those who participate. Don't think that access to free capital makes you a business genius. Realise that getting the money is only the start of the real business challenge. And try to assess how attractive a project would look if it wasn't so easy to raise equity capital.

In the meantime, though, if there's any free capital going, you know where to send it.

peter.martin@ft.com



When a new Reverso emerges, there's always something behind it



Reverso Gran'Sport
The relaxed, enjoyable side of life now has a watch to itself. It's the Reverso Gran'Sport with chronograph, an exploit of horological engineering. Turn the cambered case, adjust the patented bracelet and take the time to live. Our active masterpiece will accompany you with pleasure.

JAEGER-LECOULTRE

The world's finest timepieces are exclusively available from selected watch specialists. For an illustrated catalogue and list of authorised concessionaires please write to DMR Ltd, 25 Bedford Row, London WC1R 5HE. Telephone 0171 646 6353 or fax 0171 646 6333. E-mail: dmrl@ukushua.com Internet: www.mjc.com

LETTERS TO THE EDITOR

Is Nato waiting for the Kosovars to starve to death before it mobilises?

Fighters are off course in the Balkans

From Mr Ian Bishop

Sir, The article "Homes hit as bombs miss targets" (April 7) included a graphic in which the plane shown was labelled as an F-16 Eagle fighter. The plane is indeed an F-16, but the F-16 is not known as an Eagle, that is the F-15. The plane should have been labelled an F-16 Fighting Falcon.

The F-16 Falcon is an interceptor, whereas the F-15 Eagle is, primarily, a high-level air-superiority fighter.

Both aircraft are unsuited for the tasks to which they have been assigned in the Balkans crisis. Part of what is known as Combined Arms Tactics, whereby they carry out specialist roles in support of all the other sections of Nato's forces, their use as "bomb trucks" is inefficient and ineffective. They cannot carry much ordnance since their intended role was to fight off the advanced Soviet fighter threat while other aircraft, like the A-10 Thunderbolt and A-6 Intruder, carry realistic payloads to targets under the protection of these aircraft. Such roles are obvious: "F" stands for "Fighter", and "A" for "Attack aircraft".

Nato has adopted this half-hearted tactic because to commit other aircraft more suited to the task, such as the Thunderbolt, would mean exposing these more vulnerable aircraft to attack. Even if these Attack aircraft were covered properly by F-16s and F-15s, they would remain in danger, for they are supposed to be covered by ground forces on their way to the target. The nature of Nato's military force is such that it must be committed as a whole to be effective, not in fragmented chunks.

Ian Bishop,
35 Kingswood Avenue,
Bromley,
Kent BR2 0NT, UK

may restrict fuel supplies, but it does little to curb the ethnic cleansing now under way and it does nothing at all to assist the Albanians in the hills. A ground intervention by Nato is at present off the table, for political reasons. Will Nato wait until tens of thousands have starved to death before it mobilises the will to act? If Nato finally does intervene, how many Kosovars will be alive after the months it will take to assemble a sufficient ground force?

There are not truly good options. Dropping enough food supplies to sustain them in place, Nato says, is too risky under current conditions. Saving the Kosovars now therefore means assisting them to escape. Unless Mr Milosevic is prepared to enact an immediate ceasefire and the withdrawal of his forces from Kosovo, Nato should drop weapons to the Kosovars, mark corridors of exit, and use available air-power and armed helicopters to assist their effort to fight a way out. Only if we help them survive can we then worry about how to get them back home.

Michael Doyle,

director,
Centre of International
Studies,
Stephen Holmes,
department of politics,
Princeton University,
Princeton,
NJ 08544, US

Avoid cut-price plans for Kosovo refugees

From Mr Richard Wort

Sir, Some 750,000 people live within Nato countries, more than a hundred times the number of Serbs in Serbia. Powerful and swift military action often reduces casualties. Why has Nato adopted cut-price plans? Why are there so few sorties? Plans could have included 10 times the number of sorties per day.

The horrific activities of war criminals within Kosovo were not anticipated, but Nato could have given Albania, Macedonia and Montenegro adequate financial help within a week.

The activities of the Socialist Party of Serbia

could have been restricted more severely. An air campaign can act as an anaesthetic. Conscious perceptions can be greatly reduced. Television and radio transmissions could have been destroyed in the first week. More telephone exchanges could have been destroyed. The roads just outside Belgrade could have been made unusable.

Why did Nato put all its eggs into one basket? Vojvodina could be occupied within a week with the use of paratroops.

The Federal Republic of Yugoslavia is not recognised internationally. The long-term future of Kosovo,

Vojvodina, Tsaribrod, Bosilegrad, Stromitsa, part of the Timok Valley and Sandzak could be determined by committees of the UN. The Federal Republic of Yugoslavia could be abolished. A military expenditure of 12.9 per cent of gross domestic product (1996) is unsuitable for Montenegro and Serbia. Nato should occupy Kosovo as soon as possible, and avoid cut-price plans for the rehabilitation of refugees. They want to be home before the millennium.

Richard Wort,
Knoe Cottage,
Es Murray Road,
Wimbledon SW19 4PF, UK

Citizens must watch over bank lending

From Ms Teresa Wysomierski

Sir, Martin Wolf is right to suggest that creditor institutions should be compelled to "bail in" the emerging markets that they helped stimulate through imprudent lending practices ("The cost of debt", April 21). However, his apparent sympathy for taxpayers who wind up footing the bill for government-sponsored bail-outs is somewhat misplaced.

All citizens are stakeholders in our increasingly integrated world financial system. Thus, in their capacity as bank customers, insurance company policyholders and pension fund participants, private citizens should be more vigilant about what their lending institutions are up to.

While the moral hazard of publicly funded bail-outs is real, so is the danger of an apathetic and deliberately uninformed citizenry. We can no longer afford to be latter-day Captain Renaults, disingenuously shocked to find that gambling was going on in Casablanca when markets heat south, but content to collect the winnings when times are good.

Teresa Wysomierski,
61-37 56th Avenue,
Maspeth, NY 11378, US

So much for free movement

From Mr David Frost

Sir, I am resident in Spain and want to send money to a university in Portugal, which will accept a cheque either in escudos (in other words, euros) or a cheque with the equivalent amount in euros. The university has given me the figure in both escudos and euros. My bank account in Spain is with La Caixa, of Barcelona, and is in pesetas (in other words, euros), and in fact all statements now show a balance in euros.

When I asked for a cheque in euros at my bank, I was told that I would have to pay a commission for buying

foreign exchange ("divisas"). Can anyone tell me why I should have to pay a commission to transfer into euros money which my bank statement tells me I already hold in euros? A similar commission is also charged if I prefer to use a bank transfer, except that there is an additional fee for the transfer. So much for free movement of capital. Can your banking experts tell us when things are going to change? Perhaps in 2001, or could it be sooner?

David Frost,
C/Palestina 5 13 F,
29007 Málaga, Spain

EVERYTHING IN EUROPE NOW INCLUDING OUR CHARGE FOR HANDLING EUROS
PAUL THOMAS CARTOON

Malaysia's legal system

From Mr J. M. Amb

Sir, I refer to your editorial "Abuse of power in Malaysia" (April 16). I have no difficulty with societal culture and you had compared Malaysia's legal process with that of the developed world. However, can you really cite two countries whose legal systems and processes are similar, especially if one is developed and the other developing? Just because countries and cultures are different, can that be the basis for one to say the other "badly needs to modernise"?

We take great exception to the attitude you have taken and we reject all your allegations that there has been injustice to Dato' Seri Anwar Ibrahim. The presiding judge, whom you had rightly described as "honest and upright", has a 294-page document as the basis for his judgment. As far as we are concerned the judge has discharged his responsibility with utmost care and fairness to all concerned.

Anyone is free to comment on the case but we do not condone any snide remarks against our country and our government or interference in our business. May I suggest that we continue to uphold these important tenets of mutual respect.

J. M. Amb
High Commissioner for
Malaysia
45-46 Belgrave Square,
London SW1X 9QT, UK

Dart Management and disclosure duties

From Mr E. Michael Hunter

Sir, We were surprised by the recent suggestion in the Observer column that, unless Dart Management discloses "how much money it manages" and other financial information, Dart is not well placed to criticise Russian companies for abusing minority shareholders ("As clear as mud", March 1). Dart and the companies it advises are private companies.

Public companies like Yukos – a Russian oligarch-controlled oil holding company that Dart has criticised for violating shareholder rights – are owned by their shareholders. That is why Yukos has disclosure duties to Dart, which acts for

minority shareholders in Yukos' subsidiaries. Dart does not have commensurate duties to Yukos.

Yukos is currently trying to cause all three of its major partially owned subsidiaries to dilute minority shareholders by issuing huge numbers of new shares – 263 per cent, 239 per cent, and 194 per cent of the current outstanding ordinary shares – to previously unknown offshore companies.

The share price offered to dissenting shareholders in these proposed transactions implies a total valuation for one of the subsidiaries, Tomskneft, of approximately \$1bn.

The Moscow Times

Number One Southwark Bridge, London SE1 9HL

We are keen to encourage letters from readers worldwide. Letters may be faxed to +44 171 673 5036 (for to the FT), e-mailed to letters@ft.com. Published letters are also available on the FT web site, <http://www.ft.com>. Translation may be available for letters written in the main international languages. Fax 0171 673 5036. Letters should be typed and not hand written.

John Walker

FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL
Tel: +44 171-873 3000 Telex: 922186 Fax: +44 171-407 5700

Tuesday April 27 1999

The first casualty

Guy Dinmore, the Financial Times correspondent in Belgrade, was expelled by the Yugoslav authorities at the weekend, following similar action against British and other western journalists. As a very experienced foreign correspondent, he had provided a steady flow of well-informed, objective and accurate reports during his two-and-a-half years in the country. Since the Nato bombing campaign began he had continued to do so, using a wealth of contacts in government and opposition and around the country, to attempt to give a clear picture of the damage being caused, and the conflicting political responses to the war.

Like other journalists, he suffered restrictions on his movements, not least in travelling to Kosovo itself, the cause of the current conflict, which remains a black hole for reliable reporting. His departure leaves only a handful of long-serving correspondents in the country. Their place has been taken by new arrivals, who are forced to rely far more on government sources for their information.

His expulsion is wrong. Of course, it may seem surprising to find journalists representing bellicose Nato member states still reporting from Belgrade, and Serbian journalists doing the same from Brussels, London and Washington. But that is the nature of modern war and a globalised information system. On occasion, the media itself may become part

of the conflict, to be exploited wherever possible for propaganda advantage.

Truth is the first casualty, as it ever was in Yugoslavia, the propaganda machine remains very powerful, controlled by Slobodan Milošević, his family and close associates. Nato has clearly failed to get even a small part of its message – that the war is being fought to protect the Albanian minority – across to the rest of the country. But the decision to target the Yugoslav broadcasting headquarters was misguided, even if it is a key part of the propaganda network. The strike failed in its purpose, and will almost certainly prove to have been counter-productive: information cannot be silenced by bombs.

The Nato allies are also uncomfortable with reporting of unintended consequences of their actions – like the bombing of a refugee convoy by mistake. But they are prepared to admit their mistakes, and accept a vigorous debate about the rights and wrongs of the bombing campaign. That is their great strength.

Mr Milošević may hope that by expelling correspondents with experience and good contacts in his country, he will be better able to peddle his propaganda abroad. But his action is a demonstration of weakness. It suggests that he knows he is starting to lose the propaganda war as well as the war in the sky.

Euro weakness

Eurosceptics have watched the euro's slide against the dollar with glee, and some are already proclaiming the single currency project a failure. The European Central Bank had until recently little to say on the matter, but has now started to suggest that it might not stand aside if the euro falls further. It should not take flight so easily.

The weakness of the euro is not, as the sceptics claim, a sign of a lack of confidence in the euro as a currency, but a simple reflection of economic fundamentals. European growth is slower than expected, partly because of the ECB's sluggishness in reducing interest rates. Meanwhile, the US economy is far stronger than had been imagined, partly because of the soaring stock market. The next movement in US interest rates is likely to be up, but rates in Europe could still have further to fall. This is the main reason for dollar strength, and euro weakness.

As the year goes on, the euro could strengthen again. There are tentative signs of economic recovery in Europe, while in the US there are familiar questions about the continued strength in domestic demand. And the widening US current account deficit, compared with the euro-zone surplus, will put increasing pressure on the dollar.

But does the euro exchange rate matter? There is nothing

intrinsically "good" about a strong currency, or "bad" about a weak one. The question is whether its level is appropriate to a country's economic circumstances. In the case of both the euro and the dollar, the answer is yes. A weak euro, by helping exporters, is providing a boost to output in the slow growing euro zone. In contrast, the strong dollar is helping to prevent overheating in the US. In these circumstances, the ECB should have little cause for concern.

The true measure of the euro's success will be the development of deeper and more efficient capital markets, and the amount of cost-saving corporate restructuring across national borders – not the behaviour of the currency. Early signs suggest that these processes are under way. Euro-denominated bonds accounted for almost half of all international issuance in January. European takeover and merger activity in the first quarter of 1999 was a record \$245bn.

If the developed world is committed to floating exchange rates, it cannot complain when they do not behave in a convenient way.

The falling euro may not have been quite the start to the single currency that European politicians had hoped for, but it is justified on economic grounds. The ECB would be very unwise to risk its credibility in attempting to buck this market.

New Tories

Britain's Conservative party is not only copying Labour's policies. It has borrowed the very phrasing of its political strategy. Before the 1997 election, Labour pledged to implement the public spending straitjacket that the Tory government had planned for the two years up to April 1999.

Last night, Francis Maude, the shadow chancellor, pledged to support the large increases in spending on health and education, which Labour has since announced for the next three years. If elected, the Tories would carry on the good work.

In one respect, this is rather a phoney argument. Health spending rose by more than 70 per cent in real terms during the Conservatives' 18 years in power – an average of nearly 3 per cent a year. So the 5 per cent annual increase now planned by Labour is an acceleration of the trend, rather than a change in direction.

But behind the figures, a desperate struggle is taking place to re-spray the Conservative party in more caring colours, and to pare away the harsher edges of Thatcherite ideology.

In a speech last week to mark the 20th anniversary of Lady Thatcher's first election victory, William Hague praised her for slaying the dragons of the past: socialist dogmas, oppressive trade unions and excessive taxes. But the new leader knows that

Blowing bubbles in Hong Kong

It's all in the name. Or at least that's the case in the latest bout of internet fever to hit Hong Kong. Shares in telecom company New World Infrastructure bubbled up yesterday – and all it took was a bit of speculation that a Chinese company in which it holds a smallish stake might spin off its internet business and list it on Nasdaq.

The name of the proposed unit is China.com, an address in cyberspace that's bound to have pulling power. But could it be that Hong Kong's investors are getting carried away? After all, the place is already crowded with more than 130 internet service providers. And few web sites have been able to lure the kind of lucrative advertising that US equivalents can boast.

Fundamentals don't count for much.

Western institutional investors and local financiers alike are in a rush to get into the market as it rebounds. "Internet play" has become an excuse to throw money at any stock that moves. Observer can't help wondering when it'll all go pop.

Russian diplomacy

Russians have been expressing their support for their Serb brothers in some strange ways. But few have been stranger than

COMMENT & ANALYSIS

Changing family fortunes

Europeans are taking their savings out of bonds and banks and investing in shares, says Jane Martinson

Bernhard Heiker, a 33-year-old German management consultant, is less conservative than his father. While Mr Heiker Senior puts most of his spare cash in a savings account, his son has placed money in mutual funds that invest in equities inside and outside Germany.

Mr Heiker Senior, like many Germans of his generation, has been cautious about investing in shares – partly because of memories of his country's political upheavals and the ravages caused by two world wars. But younger Germans are turning their backs on the financial habits of their parents. Instead of keeping cash in government bonds and savings accounts, they are investing in equities.

The young Mr Heiker, who works for the Boston Consulting Group in Düsseldorf, invested DM20,000 (US\$734) in a mutual fund – a fund that pools individuals' cash and invests it in securities – three years ago. Since then he has steadily invested more of his money in non-German companies. "I realised that the world was much larger than Germany alone," he says.

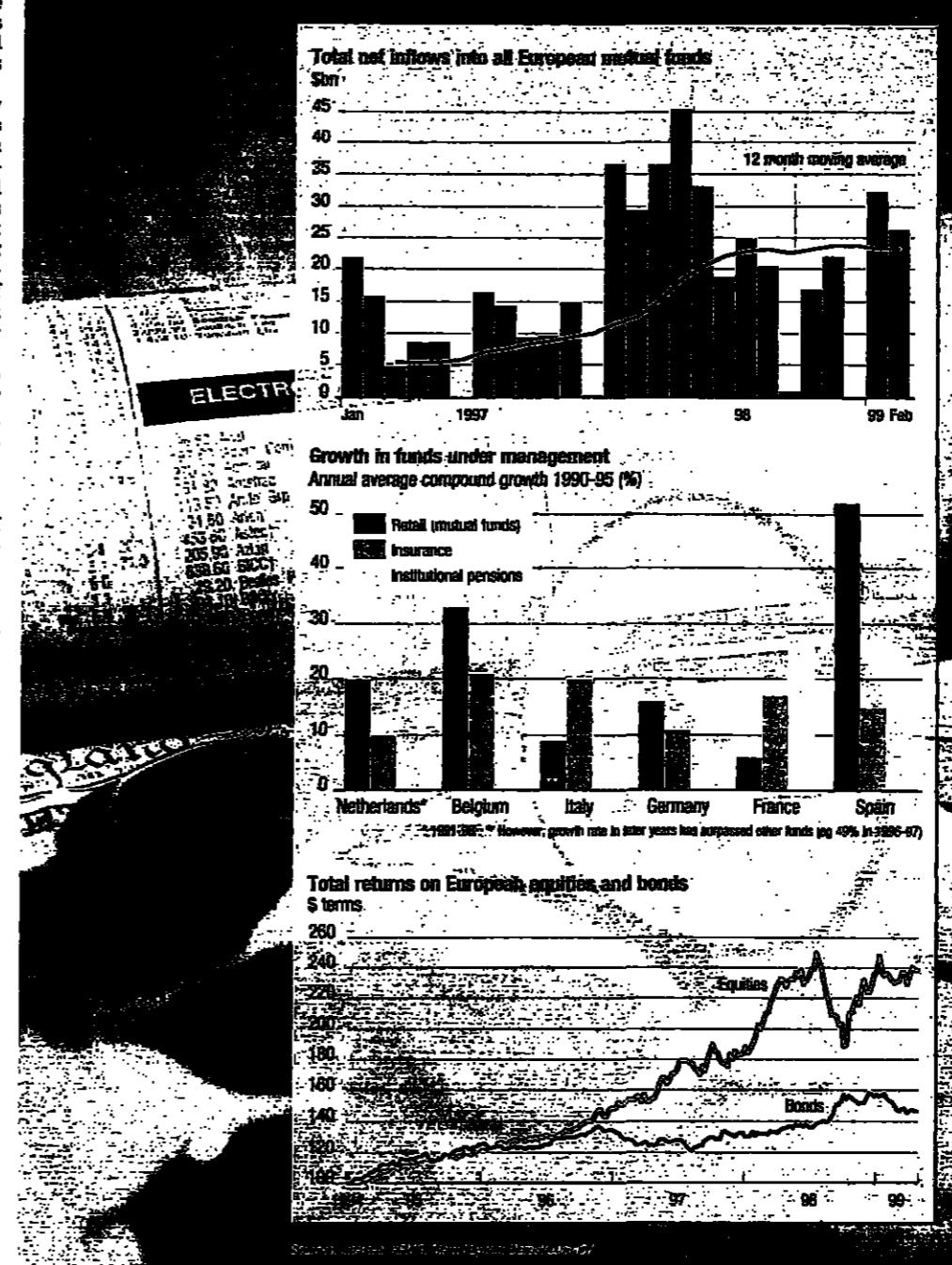
So why are these young investors putting their faith in European shares? And what impact will this fundamental shift in investor behaviour have on Europe's capital markets?

Even before the euro was launched in January, an interest in pan-European equities was already building up – not only in Germany, but across the 11 members of the euro zone. Fund managers say it is retail investors, rather than pension funds, who are leading the way. The shift in individual investment patterns in the past two years has been startling. All mutual funds, whether equity or bond based, have seen solid growth. But it was equity-based funds that really took off: the net inflow into European equity funds totalled \$80bn in 1998 – a sum which is nine times greater than the volume of funds in 1996, according to Merrill Lynch, the investment bank. By the end of 1998, there was more money in equity funds than in any other type of fund.

Deka, the second-largest mutual fund group in Germany, saw the funds under its management rise by 87 per cent to DM32.5bn last year. But whereas in previous years more than half of their funds were invested in German companies, the proportion fell to just over one-third in 1998. Deka, like many other mutual funds, has chosen to invest a growing part of its portfolio across Europe.

The new pan-European funds have been heavily marketed, but there are other reasons behind this switch.

First, shares are looking more attractive as long-term investments, as equities have outper-



formed European bond markets since 1995.

Second, individuals are being encouraged to save for their own retirement. Demographic trends show that the number of workers supporting each pensioner in Europe will drop from four to two by 2040. "The retail investor is taking matters into his own hands. There is an increasing perception that they need more cash in equities for their retirement," says Wolfgang Mansfeld, managing director of Union Investment, one of Germany's largest mutual fund groups.

Third, European economic and monetary union has broadened the investment horizons of many

small investors from one equity market to 11. It is not only that continental Europeans now have more baskets in which to put their eggs. The launch of the euro has made it simpler to diversify investments without big transaction costs.

Perhaps the most surprising aspect of this trend is that it is being led by the individual investor, rather than the big pension funds which dominate their traditional markets.

In theory, institutional investors should be just as influenced by the factors which are driving individuals, but their size makes them less fleet of foot.

If they did change their investment strategies, however, the

impact would be dramatic. Santiago Fernández Valbuena, chief executive of Fondital, a Spanish pension fund group, estimates that if institutional funds invested according to pan-European benchmarks rather than domestic ones, 15 per cent of the market value of European companies would change hands.

There is some evidence that large European institutions are changing their asset allocation. New money is being invested in pan-European equities – but it has not amounted to the "wall of money" predicted before the launch of the euro.

Kees van Rees, head of the pension fund of Royal Dutch Shell

Fight for mutual gains

which spreads throughout most of the country.

Such concentration is echoed throughout continental Europe, reflecting the dominance of large domestic banks and financial institutions that have capitalised on their national distribution networks.

DWS, which manages about 25 per cent of all German mutual fund money, relies on a sales network provided by the mighty Deutsche Bank. Deka, the second-largest group, with a 17 per cent market share, has access to millions of investors through a savings bank network

that spread throughout most of the country.

Such entrenched positions provide both the greatest barrier and one of the greatest opportunities for rival fund management companies. US and UK fund managers, attracted by the expected growth rates in Europe, hope to increase their share of other markets by selling their expertise in global equity investing. The relatively poor performance of traditional investments such as government bonds helps in this marketing crusade.

Andrew Fleming, the London-based chief investment officer of ABN Amro Asset Management, owned by the Dutch financial services group, echoes others when he says: "Europe is the next big battleground and every body wants to fight."

But foreign fund manager

US and UK fund managers are not alone in wanting to increase their foreign business. DWS, for example, has ambitions in Spain and Italy, in particular, where it has been selling mutual funds for several years.

Andrew Fleming, the London-based chief investment officer of ABN Amro Asset Management, owned by the Dutch financial services group, echoes others when he says: "Europe is the next big battleground and every body wants to fight."

Christian Strenger, the head of DWS, says: "Other European and

US fund managers are not as deep into the local system here. They need to put their foot on the ground."

Some of this failure to win market share is due to the psychology of the target audience. "Most normal people [in Germany] don't want their mutual fund information to be signed by a John Smith in London," says Mr Strenger.

Such difficulties have not prevented a wave of mergers as global groups seek to gain market share across the continent without having to put "their foot on the ground" first. The merger wave is not expected to peter out soon.

OBSERVER

Blowing bubbles in Hong Kong

It's all in the name. Or at least that's the case in the latest bout of internet fever to hit Hong Kong.

Shares in telecom company New World Infrastructure bubbled up yesterday – and all it took was a bit of speculation that a Chinese company in which it holds a smallish stake might spin off its internet business and list it on Nasdaq.

The name of the proposed unit is China.com, an address in cyberspace that's bound to have pulling power.

But could it be that Hong Kong's investors are getting carried away? After all, the place is already crowded with more than 130 internet service providers.

And few web sites have been able to lure the kind of lucrative advertising that US equivalents can boast.

Fundamentals don't count for much.

Western institutional investors and local financiers alike are in a rush to get into the market as it rebounds.

"Internet play" has become an excuse to throw money at any stock that moves. Observer can't help wondering when it'll all go pop.

Russian diplomacy

Russians have been expressing their support for their Serb brothers in some strange ways. But few have been stranger than

those dreamed up by Yuri Savelyev, rector of the Baltic State Technical University in St Petersburg. First, Savelyev chose to exploit a group of American lecturers who were teaching at the university. Now, he's decided to set up a scholarship in honour of Slobodan Milošević, president of Yugoslavia.

From the beginning of the academic year, the university will award the Rbs50 monthly stipend to one Russian and one Serb.

The course of study has yet to be announced, but maybe diplomatic relations or jurisprudence would be useful additions to the curriculum.

Overdrive

Jürgen Schrempp, chief of Daimler-Benz, seldom steps on the brakes. Globe-trotting across four continents in less than a week comes as naturally to him as adjusting a wing mirror. But his refusal to slow down has had unexpected consequences: after 35 years of marriage, he's getting a divorce.

It's all to do with last year's Daimler-Benz merger with Chrysler, which the 54-year-old Schrempp once famously dubbed "a marriage made in heaven". Making a success of the merger is so important to him, he says, that divorcing his wife became the only road to take.

"She wanted me to put the brakes slowly on, and I wanted the merger with Chrysler," he says. "I had the choice: work or marriage. And I realised that the challenge of the new task meant more to me than anything in the world."

So there's little chance of Schrempp going into reverse on this one, then.

Business 101

Wannabe corporate raiders at UCLA's business school may want to book a cramming session with their new dean. The recently appointed top dog Bruce Willison is a 50-year-old high-flier and certifiable big-meister. In fact, his career reads like a case study in mergers and acquisitions.

Willison learned his first tricks at California bank First Interstate, where he became chief executive just in time for the last successful hostile bid to hit the US banking industry. Wells Fargo had made investors weary of hostile bids. Oddly enough, Mr Willison's own MBA came from UCLA's bitter cross-town rival, the University of Southern California. An offer to merge with USC, possibly followed by a white knight bid from Kellogg or Warburg, can't be ruled out.

Out of this world

"Beam me up Scotty" is hardly the corporate slogan you'd expect for a down-to-earth business that makes machine tools. But Gildemeister has boldly gone where no German engineering company has gone before. It's turned to Captain Kirk and the star fleet crew to help fly its products on Planet Earth.

So far, the company's shelled out DM250,000 to Paramount Pictures for the privilege of using the likes of Chekov, Spock and, of course, engineer Scotty in its promotional bumf. In recent weeks, thousands of glossy brochures festooned with their pictures have landed on the desks of Gildemeister's clients across the galaxy.

The marketing gimmick is the brainchild of Rüdiger Kapitza, Gildemeister's go-getting commander, who admits he's not a Trekkie. Observer hopes a Klingon doesn't get offended.

Financial Times
100 years ago

The Copper Corner
There is no question that a powerful American combination has been formed to control the Copper market and the principal American copper producers. What we desire to impress upon our readers is that the market is in a highly dangerous condition either for bulls or bears. It is controlled by a powerful American clique, who command the greater portion of European stocks, and therefore hold the key of the position. The control has not been built up in a day, but is the outcome of some eighteen months of quiet work.

Shipping output
For the first time since the end of the war, British shipyards are producing less than half of the world's total tonnage of ships.

The decline is mainly due to the fact that the abnormal conditions of the post-war period, with its pent-up demand for ships all over the world, which enabled a high proportion of building to be undertaken in Britain's comparatively untouched yards, have passed, and the effect of the recovery of foreign shipyards is now being felt.

19

TI Group

DRAIN CENTER
ads for its third
in three years



INSIDE

Snuff sales boost Swedish Match
Rapid growth in moist snuff sales in the US has boosted first-quarter profits for Swedish Match, the tobacco products group, as smokers try to find smokeless alternatives to cigarettes. The sale of moist snuff is banned in European Union countries except for Sweden, where citizens consume more than 150m tins a year and 15 per cent of the population uses it. Page 20

Siam Cement yields to hard times

Chumpol Nalantien (left), president of Siam Cement, claims to be "walking naked" in Thailand's post-crash corporate world as the country's biggest manufacturing conglomerate embraces transparency. Saddled with \$4.2bn in unhedged foreign debt and facing a surge in competition, the formerly secretive blue chip is opening up to shareholders now times are hard. Page 22

Satellite phones fail to catch on
Iridium's \$5bn launch of the world's first handheld satellite mobile phone service is failing to attract enough customers. The US group blames poor marketing but the loss of key executives suggests a basic fault. Page 24

Rubber pact loses two key members

The international pact on natural rubber prices looks certain to fall apart after the International Natural Rubber Organisation (Inro) failed to prevent Thailand and Malaysia from leaving the producers and consumers' body. Page 32

Investors unmoved by Casablanca

Casablanca was one of the best performers in emerging markets last year, finishing up 20 per cent on the back of growth in mutual funds. But it has fallen by 4 per cent recently and investors are proving hard to please. Page 42

Canada gas heads south for revenue
Two pipelines completed last year added 15 per cent to Canada's natural gas export capacity, transforming the prospects of companies formerly unable to take advantage of US prices up to 50 per cent higher at home. Page 32

Sankyo in need of good remedies

Sankyo is in trouble. The top-selling product of Japan's second largest drugs group, a cholesterol treatment, is facing slowing sales growth while its most recent launch, a diabetes treatment, has failed to find favour with the US Food and Drug Administration. Page 26

Drought threatens jute production

Lack of rain in India and Bangladesh, the two largest producers of jute, is threatening a worldwide shortage. The price of benchmark grade TD-4 rose 10 per cent in a month, to Rs10,150 (\$237) a tonne. Commodities, Page 32

COMPANIES IN THIS ISSUE

ASX	22 Hewlett-Packard
Ahmsa	24 Hongkong Telecom
Airtours	26 ICICI
American Express	19 ICO Global Comms
Aniva	24 Iridium
BBV	20 JCDecaux
BCI	20 Kuoni
BP Amoco	25 LG
BSCH	20 Leer
BskyB	10 Log On America
BT	24 Marimekko
Bairle & Brothers	22 Marks and Spencer
Banca di Roma	20 Mediobanca
Bankers Trust	24 Motorola
Big Bank Gdansk	20 Mpath Interactive
Blackstone	24 Nat Bank of Greece
Bradford & Bingley	26 National Power
British Aerospace	38 New World Infra
BroadVision	24 Nokia
Butterfield & Butterfield	19 P&O
CVG	24 Pendragon
Cable and Wireless	24 PowerGen
Cannons	22 Procter & Gamble
China.com	22 San Paolo-IMI
Criterion Inv. Mgt.	20 Shell
Debtbit	20 Siam Cement
Deutsche Bank	24 Sidor
Ericsson	24 Smith (WH)
Erste Bank	20 Software AG
Europower	26 Svenska H'banken
Evener Securities	24 Swedish Match
Flat	4 Thestreet.com
First Choice	24 Titan International
First Leisure	26 Tokashiki
First Union	24 Unicredit
Ford Motor	24 Vision Express
Fore Systems	19 Vivedi
GEC	38 Voss
General Electric Com	19 W.H. Smith
Global Crossing	19 WestLB Asset Mgt.
Globalstar Comms	24 barnesnoble.com
Havas	20 eBay

CROSSWORD, Page 32

MARKET STATISTICS

Annual reports club	36.37	Eurobonds	30
Benchmark Govt bonds	20	FTSE Actuaries share indices	38
Bond futures and options	30	Foreign exchange	31
Bond yields and prices	30	Gold prices	30
Commodities prices	30	London share service	36.37
Dividends announced, UK	22	Managed funds service	35-36
EMS currency rates	31	Money markets	31
Euro Markets	20	New int'l bond issues	30
Eurobond prices	30	Recent issues, UK	30
Fixed interest indices	30	Short-term int'l rates	31
FTSE/A World Indices	30	Stock markets at a glance	41
FTSE Gold Mines Index	30	US interest rates	30
		World stock markets	38

FINANCIAL TIMES

COMPANIES & MARKETS

© THE FINANCIAL TIMES LIMITED 1999

TUESDAY APRIL 27 1999

Week 17

this
buying anyone.
seats, even in the UK.
"British Midland"
The Airline for Europe

ACQUISITION COMPLETES 'FINAL PIECE OF PUZZLE' IN TRANSFORMATION OF UK DEFENCE BUSINESS INTO INFORMATION TECHNOLOGY GROUP

GEC buys Fore Systems for \$4.2bn

By Christopher Price in London,
Roger Taylor in San Francisco and
Daniel Bogler in New York

General Electric Company of the UK underlined its transformation into a telecommunications equipment group yesterday with the \$4.2bn acquisition of Fore Systems of the US.

The move comes a month after GEC paid \$2.1bn for Reltec Corp, also of the US, and follows the \$7bn disposal of GEC's defence business to British Aerospace in January. The company said then it would

spend the proceeds on telecoms acquisitions.

The purchase marks the end of GEC's traditional cash pile; for the first time it will have gearing. The company's embarrassment of riches and how to spend its resources has been a big strategic question for successive GEC management. GEC shares closed up 29.5p at 608.5p.

John Mayo, finance director, said Fore Systems was "the final piece in GEC's technology puzzle". Any further purchases would be to gain mar-

ket share or increase geographic presence.

Once the defence disposal had been completed, GEC would apply to have itself reclassified on the London stock market as an information technology group, he said. It would also seek a listing on the Nasdaq market in the US.

Fore Systems, also quoted on Nasdaq, specialises in internet switching equipment. Its expertise added to Reltec's strength in the access segment and Marconi's call software products to give GEC a strong

position in the telecoms equipment market, particularly in the US, Mr Mayo said.

"Only Lucent has anything near as comparable to our reach," he said. GEC's revenues from the US, less than half its total before the Reltec deal, would rise to around 65 per cent of the total.

GEC is paying \$3.50 a share, a 43 per cent premium to Fore's closing price last Friday. Fore reported revenues of \$632m in the 12 months to March 31.

Fore is one of the few remaining data networking

companies of acquirable size - along with Cabletron Systems and Newbridge Networks - and has long been the subject of takeover speculation.

It specialises in Asynchronous Transfer Mode, a system for sending data at high speed over networks used by many telephone companies to manage heavy traffic loads.

However, it has had increasing success selling its equipment to operators of public networks such as internet service providers and telephone companies. Level Three and

Time Warner Communications are among its customers.

GEC's acquisition is the latest in a string of takeovers in the data networking business. Lucent Technologies has bought Ascend Communications, Alcatel of France has bought Xylan, and Siemens has a number of smaller companies.

Analysts said GEC's acquisitions gave it the necessary expertise and product range to compete in this market but it was still a new player.

Lex, Page 18

eBay to take over Butterfield

Online group agrees
\$260m stock deal
for auction house

By John Labate in New York

Butterfield & Butterfield, the third largest traditional US auction house, yesterday agreed to be taken over by eBay, the fast-growing online auction company, in an audacious stock deal valued at \$260m.

The 134-year-old auction company, based in San Francisco, yielded to the financial clout eBay wields thanks to its highly rated shares.

Yesterday eBay had a market capitalisation of more than \$25bn.

The deal was the boldest attempt yet by eBay to expand internet auctioning from its base of low-end collectables into the world of fine arts and upmarket collectables.

The two companies had formed recent auction alliances but few in the art or internet sectors had expected a takeover.

"It came as a big surprise," said Dalle Kaplan, vice president of Swann Galleries in New York. "The implications are far-reaching."

Internet analysts and investors approved of the deal, sending eBay's shares 12½% higher in midday trading to \$212.50.

Butterfield's revenues last year reached \$20m, with a profit net of income of \$1.5m. eBay had net income of \$2.4m on revenues of \$467m in 1998.

Butterfield was days away from launching its own initial public offering, now withdrawn, that was expected to raise as much as \$15m on Wall Street. eBay said the acquisition would be accretive to earnings in 1999.



OJ Simpson's 1968 Heisman Trophy on display at Butterfield & Butterfield's Los Angeles auction house

AP

It was sold earlier this year. Butterfield's revenues last year reached \$20m.

Yahoo! eBay said yesterday it planned few changes to Butterfield's auction houses, but had big plans to incorporate its team of 50 art authentication and high-end auctions to its own internet site.

Butterfield specialises in the middle tier of high-end auctions, with prices on average between \$300 and \$10,000.

eBay continues to meet huge demand from consumers, adding some 200,000 auction items each day.

Yesterday's deal appeared timed to head off the debuts of

internet offerings by the two leading auction houses, Sotheby's and Christie's, later this year. "It makes it a lot harder for Sotheby's to launch with a bang in that market," said Evie Black Dykema, online analyst at Forrester Research.

eBay's move comes in the early stages of art auctions on the internet.

Sotheby's plans to launch its online auction site in July, with a collection of high-end baseball memorabilia. Christie's website is expected to launch in September.

By Richard Waters in New York

Kenneth Chenault, president of American Express, was yesterday named as the group's next chief executive, positioning him to become the first black American to run a prominent US multinational.

The 16-year veteran of the payment-card company will succeed Harvey Golub as chief executive in two years' and chairman a year later, the company said.

Though several black Americans have risen to positions of power in corporate America, none have yet headed a company of the scale or prominence of American Express.

Mr Chenault always played down his racial background, preferring to have the spotlight highlighting his track record as an executive. He has won a strong following on Wall Street for his part in American Express's turnaround since the early 1990s.

During his tenure, Mr Chenault and Mr Golub have steered the slide in the company's market share, branched out into new areas such as credit cards and successfully hit back at the bank-owned payment networks Visa and MasterCard.

Mr Chenault, 47, was elevated to the position of president two years ago and his eventual succession to Mr Golub, 60, had been widely forecast. However, the handover will come earlier than Wall Street expected, at a time when Mr Golub is still three

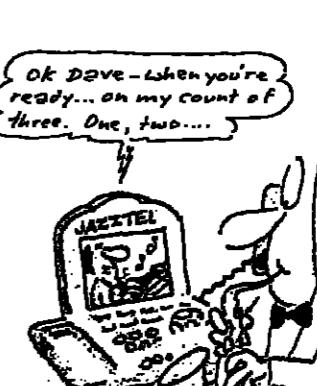
years from the company's mandatory retirement age. Explaining the unusual move of announcing the succession in advance, Mr Golub said he wanted to "avoid any possible confusion about my retirement plans" and make sure the switch was orderly. He said he would retain "ultimate responsibility and decision-making authority" during the next two years.

While shunning attention to his race in his work life, Mr Chenault has been privately associated with initiatives linked to other prominent African Americans. His board seats include the Arthur Ashe Institute for Urban Health - named after the first black player to win the Wimbledon tennis tournament - and the Ronald H. Brown Foundation, named after the late US commerce secretary.

Mr Chenault, a lawyer and former management consultant, joined American Express as director of strategic planning.

Based by Apax Partners & Co. Ventures Ltd. Registered by DMO

How are we
helping to
expand Spain's
new telecoms
market?



By becoming
Jazztel's
partner for
growth.

This is the latest of our enterprise investments in Europe's new generation of telecoms companies, which include TelDafax in Germany, MITT in Austria, Immuus in the UK and Esprit Telecom and Xpedite across Europe. To see how enterprise thinking can accelerate business growth, visit: www.apax.com or phone (+44) 0171 872 6324.



COMPANIES & FINANCE: EUROPE

BANKING MERGER OF BANCO SANTANDER AND CENTRAL HISPANO HAS CREATED A DOMINANT FORCE IN DOMESTIC SECTOR

Scale helps BSCH to higher earnings

By Tom Burns in Madrid

Spain's newly-merged Banco Santander Central Hispano, BSCH, yesterday showed its earnings muscle by posting first quarter attributable income of €683m (\$831m), a profit that is expected to be one of the largest in the euro-zone.

The combined income of the two banks, which joined forces in January, was 25.5 per cent up on the profits

that Santander and Central Hispano reported separately in the first three months of last year.

The results suggested that the enlarged bank is building a commanding position in domestic finance. Last week Banco Bilbao Vizcaya, Spain's second-ranked banking institution and formerly a close rival of Santander, also reported a 25 per cent income increase in the first quarter but its net profits of

€231m lagged well behind those posted by BSCH.

The advantages of size were illustrated by BSCH's capital at the end of March of €16.8bn, 44 per cent up on the combined total of Santander and Central Hispano a year ago and, providing, under BIS criteria, a surplus of capital over the required minimum of about €6bn.

The bank said it planned to redeem a number of preferred stock options in dol-

lars and replace them with preferred stock in euros at a lower cost in order to optimise the cost of funds and shareholder returns.

BSCH's bottom line profit was fuelled by a 38 per cent increase in earnings from core banking and recurring income items.

General expenses rose only 1.4 per cent year-on-year and analysts said cost reductions as a result of the merger have still to work

their way through into the results.

BSCH has outlined ambitious business targets this year and next that will in part be realised through a reduction of at least 10 per cent of its cost base. The reduction will come through branch closures, systems savings and redundancies.

It has pledged an annual income growth of 25 per cent, an increase in return on equity (ROE) to 19.20 per

cent, a reduction in the non-performing loan ratio to 2 per cent and a cost to income efficiency ratio of 57 per cent.

At the first quarter stage BSCH appeared on track to meet these targets. ROE increased year-on-year from 16 per cent to 16.5 per cent, the NPL ratio fell from 2.1 per cent to 1.8 per cent and the efficiency ratio improved from 51.4 per cent to 57.4 per cent.

Ericsson learns to look ahead

The mobile phone company is paying for its failure to plan, writes Nicholas George

People want new phones and they buy Nokia. Ericsson doesn't have anything particularly new available," mumbles a salesman in a mobile telephone store in one of Stockholm's more upmarket shopping districts.

Such comments are not new to Ericsson's Sven-Christie Nilsson. After a year as chief executive of the Swedish telecommunications equipment maker, he is having to live with the consequences of what analysts say is the company's failure to read the mobile handset market.

After reporting strong quarterly profit growth for 16 consecutive quarters, it was the quietly spoken Mr Nilsson who had to announce this year that the upward trend had broken in the fourth quarter of 1998.

Last week his task was even bleaker. While rival Nokia of Finland reported a near-doubling of profits, Ericsson had to admit that its profits had halved. Moreover, the company warned that it did not expect full-year earnings per share to reach the same level as in 1998.

The immediate cause of the problem was pinpointed as a drop in sales and profits of its mobile handset division. Even though volumes increased by 37 per cent, Ericsson products slipped inexorably down-market and were unable to extract the premium margins enjoyed by Nokia.

Mr Nilsson says the weak result has been caused by the nature of the mobile phone product life cycle, with an ageing model range sliding down to the middle and lower segment of the market. "To me it is not acceptable to have this result, but at least we know why. There will be shorter product cycles in the future," he said.

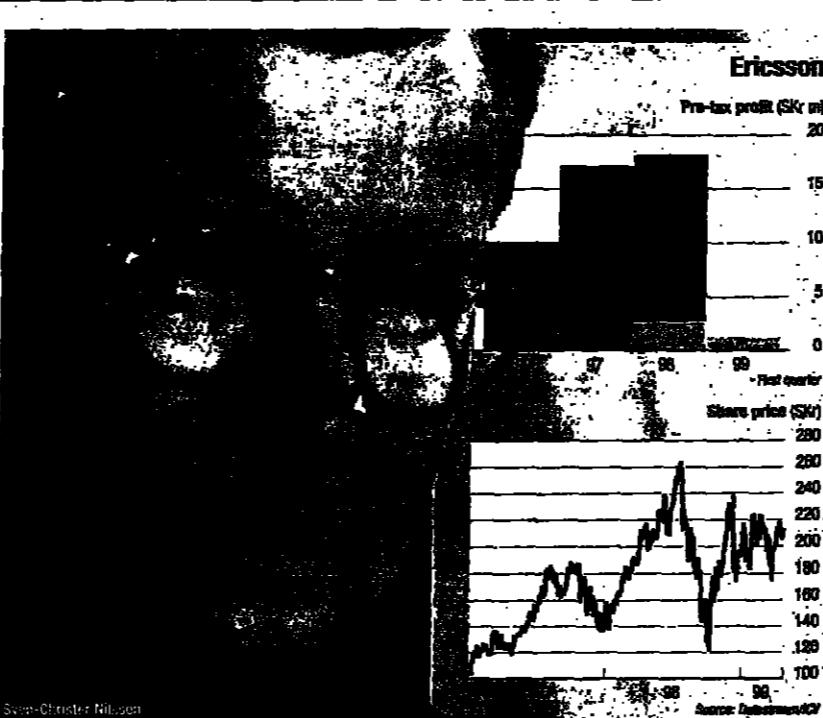
Bo Edvansson, an analyst with Fitcher Partners, said: "Primarily he is paying for old sins he took over. The problem is that Ericsson did not have the urgency it needed in the handset business."

"We are definitely increasing our market share in infrastructure. We have a very good position in the US and we will increase our market share there in mobile infrastructure, which is the

basis for the mobile internet."

Ericsson hopes to profit from telephone operators needing to upgrade their networks to cope with the mobile internet and the massive increase in data traffic now being generated by the Internet's use.

Yet even here the company has been criticised for



not making the kind of aggressive acquisitions of US service companies that its competitors have.

"We do not need to make the mega-merger or acquisition to be credible in this area," Mr Nilsson said, emphasising that Ericsson had the right competence in this field.

He said the recent \$450m purchase of Torrent Networks proved that the company would make complementary acquisitions if a good opportunity arises.

Mr Nilsson has said 1999 is not the year for a bumper harvest, yet investors will want to see signs that the new crops are growing strongly.

Snuff instead of puff boosts Swedish Match

By Nicholas George in Stockholm

Rapid growth in moist snuff sales in the US has boosted first-quarter profits for Swedish Match, the tobacco products group, as smokers try to find smokeless alternatives to cigarettes.

The sale of moist snuff has been banned in the European Union except for Sweden since 1992. The snuff is placed between the top lip and gum and sucked. Swedes consume more than 150m units a year and about 15 per cent of the population are regular users.

The product has become more popular as restrictions on smoking have increased. Sales have also been helped by the development of a more user-friendly system for consumption with individual portions being pre-packed in perforated paper pouches. Traditionally the loose snuff is pinched into a ball between thumb and forefinger before being inserted in the mouth.

At Stockholm's main subway station special spittoons have been installed to encourage users, 10 per cent of whom are women, not to spit their snuff on the floor.

Each tin carries a health warning that the product

causes cancer. However, Swedish Match is campaigning to have this removed because it says there is no evidence that this is the case.

In the US about 800m tins are consumed a year with the market growing at 2-3 per cent a year. In the three months to March 31, Swedish Match's US sales rose by 58 per cent and the company now takes a 6 per cent share of the expanding market.

The company's worldwide snuff sales rose to SKr76m (\$45m) from SKr25m with an operating profit in the division up to SKr3m.

Total company sales, which include cigarettes, cigars, chewing and pipe tobacco as well as lighters and matches, rose to SKr1.2bn with a first quarter pre-tax profit of SKr29m - up from SKr41m.

"One reason for the increase of moist snuff in the US is that for people who want to stop smoking it is a good substitute as they still get the tobacco taste," said Sven Hendrikson, chief financial officer at Swedish Match. He said the company would continue its strategy of expanding in smokeless products and brown tobacco products such as cigar and pipe tobacco.

The product has become more popular as restrictions on smoking have increased. Sales have also been helped by the development of a more user-friendly system for consumption with individual portions being pre-packed in perforated paper pouches. Traditionally the loose snuff is pinched into a ball between thumb and forefinger before being inserted in the mouth.

At Stockholm's main subway station special spittoons have been installed to encourage users, 10 per cent of whom are women, not to spit their snuff on the floor.

Each tin carries a health

Decaux buys Havas outdoor arm

By David Owen in Paris

Havas, the French publishing and multimedia company owned by Vivendi, the acquisitive utilities and communications conglomerate, said yesterday it was selling its outdoor advertising operations to JC Decaux, a privately owned French advertising and urban property specialist.

The sales price, after an auction process, was set at just over FF46m (€915m, \$1.2bn) including debt, equivalent to 1.8 times 1998 revenues.

Decaux said the deal would make it the world

number one in outdoor advertising. The combined group would have 1998 turnover of about FF5bn and employ around 6,300 people.

Jean-Claude Decaux, chairman, said he believed in the strengthening of the billboard medium during a proliferation of TV channels and the Internet explosion, which fragmented the audience of consumers at home.

The transaction, subject to consultations with employee representatives, will generate a consolidated capital gain after tax for Vivendi of over FF2bn.

Eric Licois, managing director of Vivendi and chief

executive of Havas, said the deal offered "excellent guarantees for the long-term future of HMC Outdoor Advertising's business activities".

Outdoor advertising activities at Havas generated sales of FF3.4bn in 1998, with companies including Avenir, Europe's leading billboard specialist, with 100,000 displays; in nine countries, HMC Transports, a specialist in transport advertising, and Claude Publicité, a specialist in luminous displays, with 200 sites in 16 countries.

Havas emphasised yesterday that its 30 per cent interest in Havas Advertising was not for sale.

FDA backs Roche obesity drug

By William Hall in Zurich

Roche, Switzerland's second biggest pharmaceutical company, has finally won US Food and Drug Administration approval to sell Xenical, a new type of anti-obesity drug, which many analysts believe will revolutionise Roche's fortunes.

The FDA has approved a "clean label" for the new drug which significantly increases Roche's chances of success in a market where over 58m people suffer from obesity and spend \$30bn a year on weight loss products.

Roche's non-voting shares jumped over 4 per cent, to SF17.60 yesterday follow-

ing news of the FDA approval.

Xenical's US breakthrough with Xenical follows a series of delays in its US launch, because of concerns about increased risk of breast cancer, and problems with other potential "blockbuster" drugs.

Last year Roche had to withdraw Posicor, a heart drug after detecting harmful side effects, and the European Union and Canada suspended the use of Tamoxifen, a drug for treating Parkinson's disease. Both drugs had been labelled as potential "blockbuster" drugs by analysts.

Roche's sales, which had been growing more slowly

than the industry average over the last few years, have started to accelerate recently and the group's ability to maintain faster than average growth rests heavily on the success of Xenical.

Michel Sieström, of Geneva's Banque Pictet, believes that Xenical will achieve annual sales of around SF2.5bn in two to three years' time, and Roche should be able to achieve sales growth of 12 per cent to 13 per cent in the current year, or nearly twice as fast as arch rival Novartis.

Mr Sieström said the big unknown remained the drop-out rates by patients with diabetes who are taking a drug that has not had the self-discipline to continue taking a pill three times daily at an expected cost of around \$100 a month.

Over 1m people have taken Xenical to date, and with US approval it will be on sale in 18 countries.

Xenical is the first of a new class of drugs known as fat blockers which act through the gastro-intestinal chain, rather than brain chemistry. It can cut the absorption of dietary fat by around a third.

Patrick Ziemer, chief executive of Roche's US affiliate, said that Xenical will provide "significant benefit to millions of obese Americans" as the country where obesity is escalating at "epidemic rates".

Roche's sales, which had been growing more slowly

than the industry average over the last few years, have started to accelerate recently and the group's ability to maintain faster than average growth rests heavily on the success of Xenical.

Michel Sieström, of Geneva's Banque Pictet, believes that Xenical will achieve annual sales of around SF2.5bn in two to three years' time, and Roche should be able to achieve sales growth of 12 per cent to 13 per cent in the current year, or nearly twice as fast as arch rival Novartis.

Mr Sieström said the big unknown remained the drop-out rates by patients with diabetes who are taking a drug that has not had the self-discipline to continue taking a pill three times daily at an expected cost of around \$100 a month.

Over 1m people have taken Xenical to date, and with US approval it will be on sale in 18 countries.

Xenical is the first of a new class of drugs known as fat blockers which act through the gastro-intestinal chain, rather than brain chemistry. It can cut the absorption of dietary fat by around a third.

Patrick Ziemer, chief executive of Roche's US affiliate, said that Xenical will provide "significant benefit to millions of obese Americans" as the country where obesity is escalating at "epidemic rates".

Roche's sales, which had been growing more slowly

than the industry average over the last few years, have started to accelerate recently and the group's ability to maintain faster than average growth rests heavily on the success of Xenical.

Michel Sieström, of Geneva's Banque Pictet, believes that Xenical will achieve annual sales of around SF2.5bn in two to three years' time, and Roche should be able to achieve sales growth of 12 per cent to 13 per cent in the current year, or nearly twice as fast as arch rival Novartis.

Mr Sieström said the big unknown remained the drop-out rates by patients with diabetes who are taking a drug that has not had the self-discipline to continue taking a pill three times daily at an expected cost of around \$100 a month.

Over 1m people have taken Xenical to date, and with US approval it will be on sale in 18 countries.

Xenical is the first of a new class of drugs known as fat blockers which act through the gastro-intestinal chain, rather than brain chemistry. It can cut the absorption of dietary fat by around a third.

Patrick Ziemer, chief executive of Roche's US affiliate, said that Xenical will provide "significant benefit to millions of obese Americans" as the country where obesity is escalating at "epidemic rates".

Roche's sales, which had been growing more slowly

than the industry average over the last few years, have started to accelerate recently and the group's ability to maintain faster than average growth rests heavily on the success of Xenical.

Michel Sieström, of Geneva's Banque Pictet, believes that Xenical will achieve annual sales of around SF2.5bn in two to three years' time, and Roche should be able to achieve sales growth of 12 per cent to 13 per cent in the current year, or nearly twice as fast as arch rival Novartis.

Mr Sieström said the big unknown remained the drop-out rates by patients with diabetes who are taking a drug that has not had the self-discipline to continue taking a pill three times daily at an expected cost of around \$100 a month.

Over 1m people have taken Xenical to date, and with US approval it will be on sale in 18 countries.

Xenical is the first of a new class of drugs known as fat blockers which act through the gastro-intestinal chain, rather than brain chemistry. It can cut the absorption of dietary fat by around a third.

Patrick Ziemer, chief executive of Roche's US affiliate, said that Xenical will provide "significant benefit to millions of obese Americans" as the country where obesity is escalating at "epidemic rates".

Roche's sales, which had been growing more slowly

than the industry average over the last few years, have started to accelerate recently and the group's ability to maintain faster than average growth rests heavily on the success of Xenical.

Michel Sieström, of Geneva's Banque Pictet, believes that Xenical will achieve annual sales of around SF2.5bn in two to three years' time, and Roche should be able to achieve sales growth of 12 per cent to 13 per cent in the current year, or nearly twice as fast as arch rival Novartis.

Mr Sieström said the big unknown remained the drop-out rates by patients with diabetes who are taking a drug that has not had the self-discipline to continue taking a pill three times daily at an expected cost of around \$100 a month.

Over 1m people have taken Xenical to date, and with US approval it will be on sale in 18 countries.

Xenical is the first of a new class of drugs known as fat blockers which act through the gastro-intestinal chain, rather than brain chemistry. It can cut the absorption of dietary fat by around a third.

Patrick Ziemer, chief executive of Roche's US affiliate, said that Xenical will provide "significant benefit to millions of obese Americans" as the country where obesity is escalating at "epidemic rates".

Roche's sales, which had been growing more slowly

than the industry average over the last few years, have started to accelerate recently and the group's ability to maintain faster than average growth rests heavily on the success of Xenical.

Michel Sieström, of Geneva's Banque Pictet, believes that Xenical will achieve annual sales of around SF2.5bn in two to three years' time, and Roche

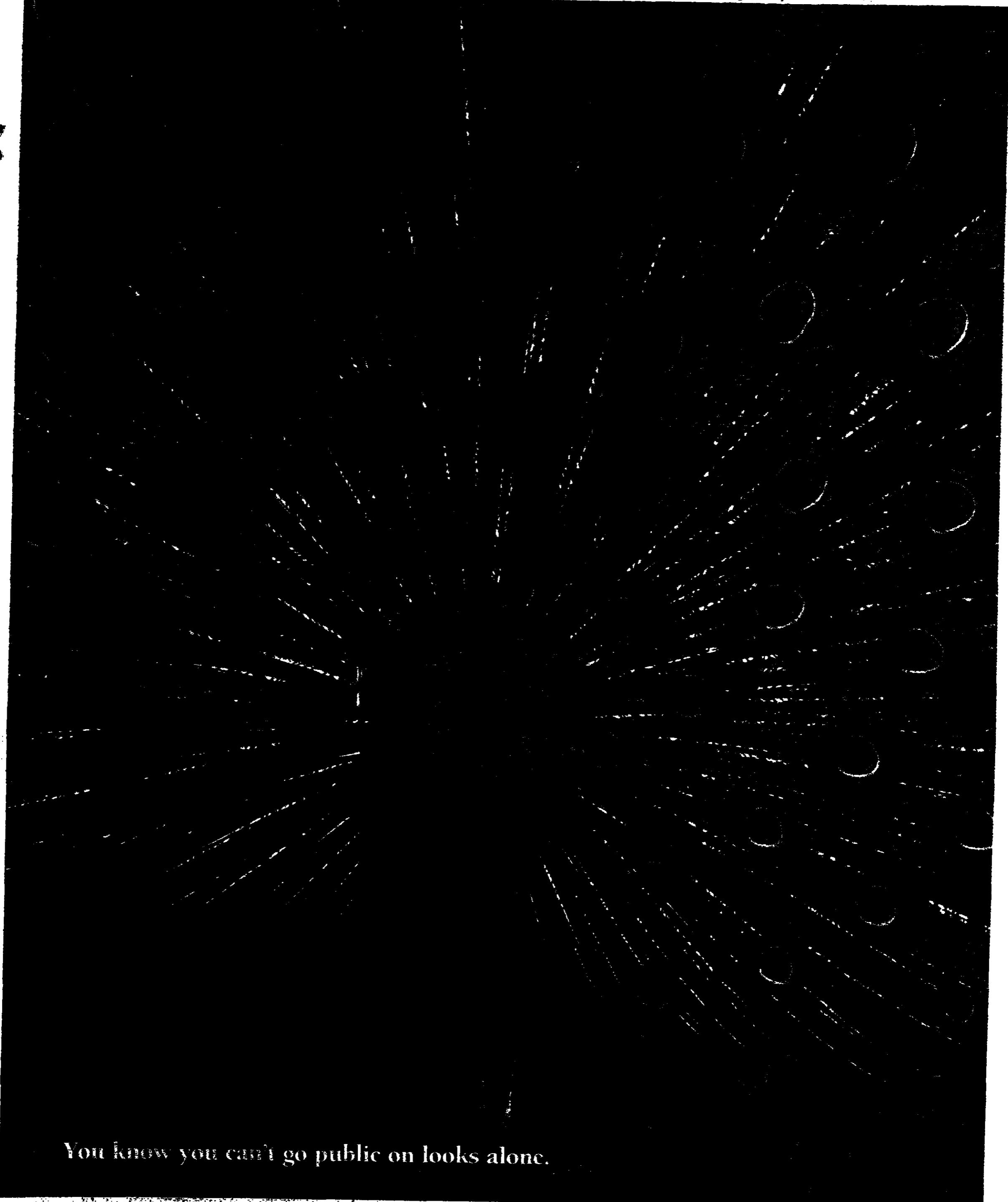
JPMorgan

Gulf widens
over Italian
banks merge

Software AG makes
a play for Frankfurt

Bank reduces loan losses

Issued by Morgan Stanley & Co. International Limited, regulated by the Securities and Futures Authority Limited. Morgan Stanley Dean Witter is a service mark of Morgan Stanley Dean Witter & Co.



You know you can't go public on looks alone.

The markets look for more than meets the eye.

Which makes it difficult for them to see companies — and whole industries like yours — that are new, unfamiliar, hard to evaluate or not recognised as traditional investments.

You need to get them to see things in the right context.

That's why you choose a firm that's been here before. A firm with credibility among global institutions, a formidable retail arm and a reputation for creating the right investor base.

Right now they're preparing the global markets for your stock

offering. Putting monetary values on things that defy conventional valuation. Selecting the right exchange on which to list your stock. Finding the right investors — across Europe and the world — to give you balanced global distribution. And making sure that markets everywhere understand your company's true value and potential.

There's more to do, but you're sure it will be done — and done right — by this team of people who bring you all the disciplines you need, plus one powerful belief.

Anything is possible.

MORGAN STANLEY DEAN WITTER

Amsterdam
Montreal

Bangkok
Moscow

Beijing
Mumbai

Frankfurt
New York

Geneva
Paris

Hong Kong
São Paulo

Johannesburg
Shanghai

London
Singapore

Luxembourg
Sydney

Madrid
Taipei

Melbourne
Tokyo

Milan
Zurich

COMPANIES & FINANCE: ASIA-PACIFIC

HK internet stocks rise as Chinese unit eyes Nasdaq listing

By Ralph Jacob in Hong Kong

Hong Kong's affair with internet stocks hit a new high yesterday, sending New World Infrastructure up 13.5 per cent on rumours that an internet associate of the company in China would list a unit on Nasdaq.

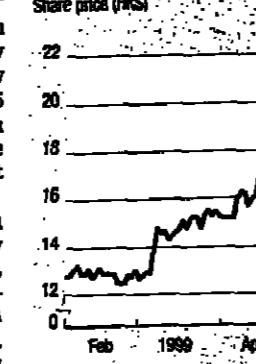
The stock shot up on reports, later confirmed by New World Infrastructure, that its affiliate China Internet, planned to list a division of the company, China.com, on Nasdaq in the next couple of months.

New World Infrastructure, which has 12 per cent stake in China Internet, is the latest beneficiary of a buying binge that has seen prices of telecom companies like Hongkong Telecommunications, City Telecom and SmartTone soar in the past few weeks.

The sector has also been buoyed by a flood of funds coming into Hong Kong from institutional investors rushing to buy into the spectacular rebound in Asia's markets.

"This is an internet craze that happens to be the latest theme as people look for an excuse to buy stocks," said Carlton Poon, director of

Hong Kong Telecom



Worldise International, a local broker.

Hong Kong's stock market has been swept up in a Wall Street-style obsession with internet related stocks since early March when Bill Gates announced on a visit to the city that Microsoft would use Hongkong Telecom's high-speed broadband telephone networks to deliver a range of new applications, including renting software on a one-off basis and downloading films, to computer users in Hong Kong.

Earlier this month, SmartTone, Hong Kong's third biggest mobile phone operator, saw its shares rally after it

announced that Yahoo! would help provide it with content for its websites when it launches its internet service. "This is clearly not driven by the fundamentals. In the case of SmartTone, it hasn't even launched its internet service," said Lloyd Fischer, an analyst with Salomon Smith Barney.

As a bellwether of telecom stocks, Hongkong Telecom has been the most prominent beneficiary, rising almost 60 per cent this year.

Hongkong Telecom's rise has continued despite a backdrop of increasing competition in international calling, which accounts for the largest share of its profits, and shrinking margins in the territory's mobile telephone business.

Analysts said that the market's expectations of future profitability of the company's money-losing multimedia division were wildly over-optimistic.

The company is expected to report lower profits for the year ended March 31 1999 at the end of this week.

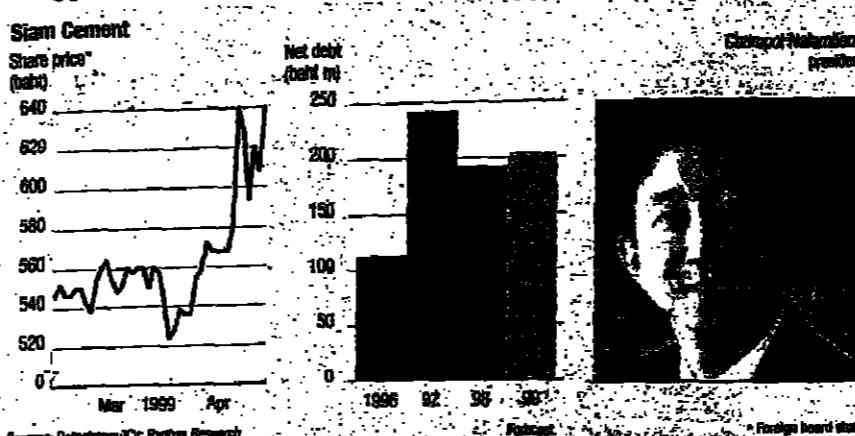
"Hongkong Telecom is showing the delayed effect of competition. This isn't a recovery story," said Dylan Tinker, an analyst with Jardine Fleming.

But priorities have changed: transparency has become flavour of the year. Instead of declining to see brokers and journalists, such

Secretive giant finds that stripping is an asset

Siam Cement, Thailand's biggest manufacturing conglomerate, is embracing transparency, writes William Barnes

Asian investor values



Source: Bloomberg/DTI, Paribas Research

who have yet to see a big asset sale, want to see more than just words.

"Management mentality has improved dramatically and they are much more focused on the bottom line. But we haven't seen them deliver yet," said ING Barings' senior investment analyst, Pawarom Suvarnaratne.

Another analyst at a foreign brokerage said restructuring progress had affected only 10 out of 59 non-core businesses, and Siam Cement appeared to be reorganising its portfolio rather than engaging in radical surgery.

"Things are going very, very slowly. It looks good in writing but any operation this dramatic in Thailand tends to take a long time," he said.

During Thailand's boom years, the company's management thought it was being prudent by rejecting investors' calls for it to jump into "hot" sectors such as telecommunications and real estate, says Mr Chumpol.

Clearly, having opened itself up to public view, this Thai giant can expect to have to defend itself against much tougher criticism from investors over the next few years.

This article is the second in a series on Asian companies which have embraced investor values. The previous article appeared on April 22

meetings now take up 10-20 per cent of Mr Chumpol's day.

"We get critical feedback from investors, analysts and the press. In this crisis it is valuable to get a critical look at ourselves. Restructuring is painful - it is important to know if we are doing it right," he says.

For several weeks after the baht was devalued against the dollar in 1997, the management thought the damage to Thailand and Siam Cement might be limited. However, the big shock came when the financial crisis hit Korea. "We really knew then we were facing a new reality," Mr Chumpol says.

He admits the company avoided seeing analysts because "if you see one you have to see them all" and they did not want to waste management time. "To be very frank we were not convinced it was in the best interests of shareholders," he says.

But priorities have changed: transparency has become flavour of the year. Instead of declining to see brokers and journalists, such

investor relations," says Peggy Creveling, head of research at Paribas Research in Bangkok. "They get back to you with answers, their website is stuffed with information and you get bombarded with Siam Cement notices if you leave them your e-mail address."

Siam Cement has publicly revealed for the first time a rate-of-return target: by the year 2002, the group wants earnings before interest, tax, depreciation and amortisation (ebida) to reach 20 per cent of operating assets. The target this year is for a 15 per cent return.

The company also quickly realised that it would need to communicate more with investors. Last year it was taken on an international road show by Goldman Sachs. "It's amazing. They've moved light years in investor relations," says Peggy Creveling, head of research at Paribas Research in Bangkok. "They get back to you with answers, their website is stuffed with information and you get bombarded with Siam Cement notices if you leave them your e-mail address."

During Thailand's boom years, the company's management thought it was being prudent by rejecting investors' calls for it to jump into "hot" sectors such as telecommunications and real estate, says Mr Chumpol.

Clearly, having opened itself up to public view, this Thai giant can expect to have to defend itself against much tougher criticism from investors over the next few years.

This article is the second in a series on Asian companies which have embraced investor values. The previous article appeared on April 22

Bakrie claims creditors agree to equity swap

By Gwen Robinson in Sydney

Bakrie & Brothers

Bakrie & Brothers, Indonesia's diversified conglomerate which is negotiating a restructuring plan with its creditors, said yesterday its foreign lenders had agreed to push ahead with a plan to swap over \$1bn in debts for equity.

Bakrie announced that creditors holding just over 50 per cent of its debt "voted in principle for the idea" of a debt for equity swap. About a third of creditors did not take part in the meeting.

Bakrie said its shareholders would vote soon on the proposal, which would then be put to the creditors for a final vote. Talks have already been going on for 16 months.

Bakrie's creditors, like lenders to other beleaguered Indonesian companies, are resigned to getting back only a small portion of the value of their loans.

Analysts are wary about Bakrie's announcement, noting that the company claimed an almost identical agreement in January. Foreign banks said at that time

that far from approving the plan, they had only agreed to discuss it.

"Bakrie have not dealt with their bankers with a lot of good faith in the past and I don't think the bankers are going to let them off easily," said one analyst in Jakarta.

Bakrie's plan is to set up a special purpose vehicle which would own 80 per cent of its holdings in five subsidiaries. It would also issue new shares in Bakrie & Brothers, giving the foreign creditors a 30 per cent stake.

This would dilute the stake of the Bakrie family, which has been close to both former president Suharto and current president B.J. Habibie, to below 50 per cent.

The five Bakrie shareholders to be moved into the special purpose vehicle are 52.4 per cent of Bakrie Sumatra Plantations, 70 per cent of Bakrie Electronics Company, 20 per cent of coal mining joint-venture Arutmin Indonesia, 35.49 per cent of Bakrie Kasei Corporation, and 22 per cent of Iridium LLC, a US satellite phone company.

The deal would considerably strengthen the drive by both exchanges to attract more offshore investment. Analysts said confirmation of the merger would further boost ASE's shares, which have more than tripled in value since listing in October 1998. The shares listed at A\$4.10 on October 14. In early trading yesterday, ASE shares fell 10 cents to A\$12.25 before the trading halt.

The ASX announced last December it was in discussions with the SFE about a possible merger. An initial agreement between the two exchanges would pave the way for a lengthy approval process for the proposed merger. It would require regulatory and parliamentary approval, as well as support of the SFE's four classes of membership.

In its first earnings report since listing, ASX said last month that record trading levels and the market's strength helped nearly double interim net profit from prospectus forecasts to A\$23.4m (\$15.3m) in the six months to December. Total market capitalisation has soared to about A\$600bn from A\$422bn two years ago.

The SFE also had a record year, trading 30m futures contracts with a nominal value of A\$10.500bn. In October, SFE will abolish its traditional open-outcry pit-trading system and switch to a fully automated screen-based system. It also plans to launch a new range of indices next month, the Asia Pacific Extra Liquid Series, developed in a joint venture with Dow Jones indexes.

Richard Humphry, ASX managing director, and Les Hosking, SFE's chief executive, said last month they hoped the merger could be completed within one year.

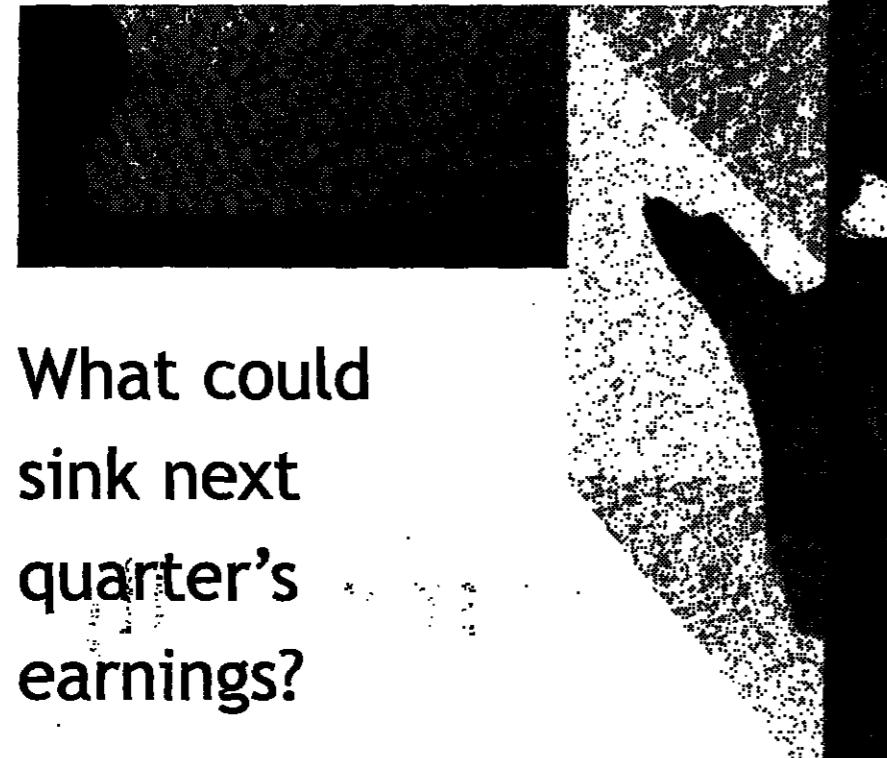
They did not expect regulatory problems or opposition from SFE membership. They added there was virtually no overlap in basic activities.

At the same time, the merger would provide strong cost benefits in operational aspects such as technology, settlement systems and staffing.

It would also help broaden the range of investment activity for both SFE and ASX.

CORPORATE METRICS™

The benchmark for corporate risk management



What could sink next quarter's earnings?

Earnings-at-Risk
Cash-Flow-at-Risk
Regulatory Reporting

The RiskMetrics Group (RMG), formerly the Risk Management Products and Research group at J.P. Morgan, delivers risk management technology to over 5,000 institutions around the world.

RMG risk management products include RiskMetrics, CreditMetrics, DataMetrics, and now, CorporateMetrics.

Data for CorporateMetrics is a product of the RMG partnership with Reuters.

www.riskmetrics.com

RMG

In today's complex market, corporations need tools to achieve financial targets and manage earnings volatility. To help corporate executives meet these needs, the RiskMetrics Group in conjunction with J.P. Morgan is pleased to introduce CorporateMetrics.

CorporateMetrics is a risk management framework that measures the potential impact of market risks on key financial results such as earnings and cash flow. For example, what could price shocks do to your operating margins? What is the impact on your cash flow from depreciating foreign currencies in the short term? A year from now?

The analytical techniques provided by CorporateMetrics can help you answer these and other market risk concerns. Developed through detailed discussions with corporate clients of J.P. Morgan, CorporateMetrics has been designed for the specific accounting, regulatory, and corporate planning needs of today's corporation. CorporateMetrics will increase your understanding of your market risks, as well as facilitate a comprehensive approach to managing your firm's risk profile, hedging program, and capital requirements.

To learn more about all of the ways your company can benefit from CorporateMetrics, please contact Aidan McNulty at (212) 981-7422 or Rob Fraser at (44-171) 842-0262.

RISKMETRICS GROUP

© 1999 RiskMetrics Group. All rights reserved.

ICICI hit by higher provision against bad debt

By Krishna Guha in Bombay

ICICI, India's second biggest financial institution, yesterday announced a fall in profits, caused by tougher accounting for provisions against bad debts.

Net profits for the year to March 31 fell 7 per cent from Rs10.8bn to Rs10.6bn (Rs24m). Provisions against bad loans and equity investments rose over 60 per cent to Rs7.7bn.

This included a Rs1.3bn charge which would have been routed directly to the balance sheet under the lender's old accounting policies. ICICI said its gross non-performing assets increased 30 per cent to Rs4.8bn at the year end - with a rash of defaults from chemical producers.

Net of provisions, the figure stood at Rs3.2bn. Notwithstanding a strong rise in business volumes, the proportion of net non-performing assets rose slightly from 7.6 per cent to 7.8 per cent.

"It was a difficult year for the system," said K.V. Kamath, managing director. He said profits were up 21 per cent on a like-for-like basis, excluding extraordinary profits the previous year. Mr Kamath said the tougher accounting regime would address investors' concerns about the quality of reporting in the Indian financial sector.

ICICI also published

accounts reconciled to US accounting principles for the first time. This showed a much steeper fall in profits, from Rs9.5bn to Rs7.45bn.

"I am pleased that the US GAAP numbers are in the ball-park of 75 per cent of the Indian numbers," Mr Kamath said. "That is better than I had expected."

Mr Kamath promised further efforts to bring bad debts under control. ICICI's new special asset management group forced settlements worth Rs3.8bn with defaulting borrowers last year, up from Rs3bn.

The bank continued to diversify away from its troubled project loans to industrial business at an aggressive pace. "Our portfolio was heavily weighted in favour of project-based loans of five to seven years," said Mr Kamath. "We need to reduce concentration risk."

Manufacturing projects, which accounted for 60 per cent of new loan approvals in 1998-9, made up only 19 per cent of approvals last year. Such loans now account for 49 per cent of ICICI's total book, down from 69 per cent two years ago.

By contrast, ICICI has increased its exposure to infrastructure, oil and gas, and corporate finance.

It is now stepping up efforts to build a retail loan business.

By C

Jewell isolated



Zinc from
our Hudson
Bay mine
in Canada,
produced
by geological
change over
1,800 million
years ago.

By comparison, we're changing rather rapidly.

Anglo American is changing. And by the timescale of the natural resources industry, we're changing fast.

During the past 18 months we've developed proposals to create a new company with a new structure and Board, new London headquarters and a primary listing on the London Stock Exchange.

This was the outcome of a far-reaching strategic review which has simplified our structure into focussed divisions to enable a more rigorous management of the Group's assets.

So far we've carried out more than 30 major transactions and the restructuring continues.

These moves show that we're not simply changing our name and address. We're creating a new international mining and natural resources group with a single-minded objective: to enhance shareholder value through a combination of real earnings and asset value growth.

Our strategic review is ongoing. The forces of nature may take their time, but we're in slightly more of a hurry to get results.

Anglo American plc, 30 Ely Place, London EC1N 6QP.

Approved for the purposes of section 57 of the Financial Services Act 1986 by Cazenove & Co and Warburg Dillon Read a division of UBS AG, ("Warburg Dillon Read") which is regulated in the United Kingdom by The Securities and Futures Authority Limited. Warburg Dillon Read is acting as financial adviser to Anglo American plc and Anglo American Corporation of South Africa Ltd.



**ANGLO
AMERICAN**

COMPANIES & FINANCE: THE AMERICAS

STEEL MEXICAN PRODUCER APPOINTS NEW CHIEF EXECUTIVE

Ahmsa to restructure after default on debt

By Henry Trick in Mexico City

Ahmsa, Mexico's largest steel producer, yesterday announced it had defaulted on part of its \$1.8bn debt, making it the second Latin American steel giant this year to be forced into a restructuring due to weak prices and high leverage.

Shares in Ahmsa fell more than 14 per cent to \$3.6 pesos in early trading.

Ahmsa said it had appointed a new chief execu-

tive, José Domene Zambrano, to lead the troubled company through the restructuring. He was the former head of the international division of Cemex, Mexico's cement multinational.

His predecessor, Alonso Andra, one of Ahmsa's two controlling shareholders, stepped down to focus on the search for a strategic partner.

Ahmsa said it had missed a \$3m payment, due on

April 16, under a \$330m loan. It said it had engaged the Blackstone Group to help with the proposed restructuring. The decision to halt debt payments followed almost a year of cost-cutting by Ahmsa. This included the lay-off of at least 3,000 staff and the sale of key assets.

But like Sidor, the indebted Venezuelan steel company that missed a debt payment in March, it was unable to ride out the prolonged period of low global

prices following the Asia crisis.

This month, Ahmsa announced it had engaged J.P. Morgan to help it search for a strategic partner, and yesterday it said there were three interested parties, including leading regional and European steel produc-

ers. Analysts expected potential partners to be Mexican steel producers anxious to defend market share from the encroachment of power-

ful foreigners, or European companies that already have a foothold in Latin America.

They said a partnership would be crucial to the debt restructuring, because proceeds from the sale of individual assets were proving insufficient to tide the company over. Yesterday, Ahmsa said it was scrapping

the sale of its oxygen plants, which had been intended to generate funds to pay down debt.

"Any partner will have to

First Union to purchase brokerage

By Tracy Corrigan in New York and Ward Taft in Chicago

First Union, the acquisitive US commercial bank, yesterday announced it had agreed to buy Everen Securities, a Chicago-based brokerage, for \$1.1bn. It is the latest in a spate of acquisitions of regional brokerages, as US banks expand their asset-gathering capabilities.

"This is a good time for acquisitions, because steel valuations are attractive," argued Mauricio Revere, a steel analyst at Salomon Smith Barney.

A recent rebound in steel prices could make Ahmsa a more tempting proposition, however.

"It is an excellent opportunity to integrate this type of business, following its successful Wheat First deal.

Analysts have been less happy about progress in integrating First Union's massive commercial banking acquisition, CoreStates of Philadelphia, in 1997.

First Union said it expected cost savings of \$65m-\$85m next year, and about \$75m annually after that. It expects the deal, due to be completed in the third quarter, would be accretive to earnings in 2000.

The \$1.1bn deal values Everen at 2½ times book value, lower than the peak valuations of about four times books for regional brokerages seen a year ago.

The deal has a fixed exchange rate of 0.555 First Union shares per Everen share, valuing each at \$30.53, based on First Union's closing price on Friday of \$55. The bank will establish an employee retention pool of about \$87m in restricted shares to be issued over a three-year period to a number of Everen employees.

The bank said it would take a pre-tax charge of \$35m-\$30m in its third and fourth quarters in relation to the acquisition, and issue 19.4m shares to pay for it.

Everen started life as a network of regional brokerage firms acquired by its former parent company, the Kemper insurance business, during the 1980s. But the division - renamed Everen - was spun off in 1995, initially to employees, but then making a stockmarket debut in 1996. It is still 60 per cent owned by staff.

Bankers Trust profits slide

By Tracy Corrigan in New York

Bankers Trust, the US bank set to be acquired by Deutsche Bank, Germany's largest bank, by the end of June, reported first-quarter earnings of \$140m, a 37 per cent slide from \$222m in the same period a year ago, but up from \$23m in the fourth quarter.

BT's earnings per share of \$1.30, down from \$2.01 a year ago, beat analysts' estimates of \$1.02, according to First Call. But many other US securities businesses reported record or near-record earnings in the first quarter as a result of strong underwriting and heavy trading activity.

Raphael Soufer, securities industry analyst at Brown Brothers Harriman, said that the weaker earnings would

not come as a shock to its acquirer. "If there had been no decline at Bankers, it would not have been sold."

The \$16bn deal has yet to be approved by US regulators.

Approval has been delayed by discussions with Jewish lobby groups on the issue of compensation for Holocaust victims. However,

a resolution is expected to be reached soon, allowing the deal to close by the end of the quarter, as planned.

Last year, Bankers Trust suffered big losses due to its exposure to emerging markets and high-yield debt securities, which were severely hit by last year's financial market turmoil. It agreed to sell to Deutsche in November.

In the wake of last year's losses, BT restructured its

losses. BT restructured its

business in the first quarter, transferring part of its emerging markets group into a restructuring portfolio, formed in the first quarter, which includes loans, securities and derivatives that require "special monitoring," BT said.

"The measures are virtually all in emerging markets. [BT] intends to continue to reduce exposure in the restructuring portfolio over a reasonable time frame."

As of March 31, BT's cross-border exposure to Asia, Latin America and Russia stood at \$4.8bn, down 11 per cent from the end of the fourth quarter and down 61 per cent from a year ago.

However, this was primarily attributable to equity earnings from its investment in Long-Term Capital Management, the hedge fund bailed out by Wall Street firms during last year's market tumult.

Excluding this gain, trading and sales results declined, the bank said.

Frank Newman, chairman and chief executive officer of

Within BT, investment banking reported net income of \$22m, down from \$32m the previous year, reflecting lower revenue from corporate finance activities and from private equity investments.

But trading and sales performed better than expected, analysts said, recording net income of \$36m, up from \$34m a year ago.

However, this was primarily attributable to equity earnings from its investment in Long-Term Capital Management, the hedge fund bailed out by Wall Street firms during last year's market tumult.

Excluding this gain, trading and sales results declined, the bank said.



Frank Newman gratified by progress towards merger AP

Small internet groups test IPO market

By John Laliberte in New York

US internet investors long ago overcame their fears of betting on companies with uncertain earnings prospects. Now slim revenues appear to be less of an obstacle as well, with a flurry of small internet companies lining up to test the initial public offering market.

The shift was noted in a March survey by Renaissance Capital, the research firm and fund manager. The report found that 29 per cent of the 52 internet companies planning an IPO at the time had annual revenues of \$1m or less.

According to the same

report, while Goldman Sachs and Robertson Stephens continue to dominate the underwriting of internet deals, more companies are being brought to market by smaller, less experienced firms. "Investment banks that have brought less than three deals to market within the last year are managing an unusually high 19 per cent of the internet pipeline," the report states.

For the moment, US IPO investors are little concerned. Last Thursday a Rhode Island-based local exchange and internet service provider, Log On America, became the latest surprise performer, soaring 250

per cent from its \$10 offer price to close at \$35. The company, which last year generated \$760,000 in sales, had the fourth best initial day gain of an IPO so far this year. The company was brought to market by Dirks & Company, a small New York investment bank.

The trend, however, may have serious implications for investor sentiment going forward, as the IPO field runs out of first and secondary movers in key online niches. "It's not so much a question of diminished deal quality as a lack of uniqueness," said David Menlow, president of the IPO Financial Network.

In spite of the disturbing

signs, investor sentiment for internet stocks is seen to be still strong for several reasons. All agree a good number of high-profile internet deals remain in the IPO pipeline, including online investing site TheStreet.com and BarnesandNoble.com, the online division of Barnes & Noble, the bookseller.

Both are expected in early May. This week alone, several innovative competitors are expected to meet strong demand from investors. MySpace Interactive, which operates real-time games aimed at the male audience, is expected to offer 3.9m shares at a price range raised yesterday to between

\$12 and \$14. Another deal expected this week is Marimba, a company distributing software applications over the internet. Last week's rebound in the hi-tech-weighted Nasdaq composite was another surprising sign of investor resilience. Following the sharp sell-off that sent the Nasdaq composite down more than 5.5 per cent in a single day, buyers got behind internet and other high-tech stocks.

A thinner field of start-up IPOs, however, could yet catch up with investors. Randall Roth, analyst at Renaissance Capital, said: "When the music stops, who's going to be left?"

Lear ahead 6.3%

By Nikki Taft in Chicago

The combination of better profits in Europe and the strong North American vehicle market allowed Lear Corporation, one of the largest automotive suppliers, to report a 6.3 per cent improvement in first-quarter earnings to \$50.3m after

Ford heads for the scrapyard

By Nikki Taft

Never mind the gleaming showroom models and dazzling carshow displays. Ford Motor Company is heading to the scrapyard.

Sales in Europe rose 37 per cent, and in North America by 36 per cent.

The problems in South America, however, led to a decline in sales there from \$182m to \$168m.

Earnings per share, meanwhile, rose from 69 cents to 75 cents, comfortably above the average estimate of around 72 cents.

The company, which has been acquisition-minded and recently bought UT Automotive for \$3bn, also remained bullish about the remainder of 1999, saying it was "shaping up to be another outstanding year".

On a revenue basis, Lear - which specialises in vehicle interiors - is reckoned to be the third largest independent parts supplier (excluding Delphi Automotive, which is currently being spun off from General Motors).

The Tampa facility - and others like it - will be used to break up cars and trucks for parts, and also to collate parts from Ford plants themselves for re-use. These will be made available to professional outlets, such as

bodyshops or insurance companies, and to retail customers.

Ford claimed to have three reasons for getting into the secondhand parts business. It pointed out that the sector is growing and is a "healthy business proposition".

It also argues that this diversification should give Ford an additional means of keeping in touch with customers after having sold a new car or truck. This has been a key element of the "customer-focused strategy" outlined by Mr Nasser since taking over as chief executive at the beginning of 1999.

Finally, the carmaker is using the plan to boost its environmental credentials, claiming it will help cut back the amount of car or truck-related scrap that ends up in landfills.

"To keep materials out of landfills and to make parts more readily available makes sense for the environment," said Martin Saffer, acting chief executive of the new venture. Pressures on the automotive industry to present a "clean, green" image have been mounting.

Venezuela to revamp aluminium industry

By Raymond Colitti in Caracas

The Corporación Venezolana de Guayana, the state industrial holding company, yesterday revealed an aggressive agenda to revive its troubled aluminium industry by offering parts for sale and parts for strategic associations.

The CVG hopes to sell the assets of Venalum, the country's largest smelter, within less than a year for just over \$1bn. Clemente Scotti, president of the CVG, said in an interview.

The CVG was inclined to sell Venalum's "assets in

operation". With the proceeds the CVG would then settle Venalum's environmental and labour liabilities. Last year three attempts to sell the entire aluminium complex, accounting for about 4 per cent of world production, failed because of its excessive liabilities, a fall in aluminium prices, and its high price tag. Now, said Mr Scotti, the strategy was different.

Venalum, which has a production capacity of 450,000 tonnes a year, had solid operations and adequate technology, Mr Scotti said. Despite

its \$150m debt, "Venalum offers the best value within the complex". Venalum, which largely exports its products, is to be sold as one block to foreign investors. However, blocks of assets would be Alcasa's port, its production lines 3 and 4, with a capacity of 170,000 tonnes a year, as well as the machinery to assemble a new production line.

Finally, Mr Scotti said the CVG was considering preliminary proposals by foreign investors, including Alcoa of the US, Bifiltron of the UK, and France's Pechiney to partner the CVG mining company Bauxium. In exchange for a 50 per

cent share, the foreign investors could double production to 1.6m tonnes a year of alumina and some 10m tonnes of bauxite.

Separately, Mr Scotti said the CVG was committed to help bail out Sidor, the troubled steel producer, along with his other shareholders who have pledged to inject \$140m of capital.

It is likely the CVG will propose to Thursday's meeting of Sidor shareholders to offer 42m of debt Sidor owes to Edelca and Ferronimera, the CVG's power and iron ore suppliers respectively, be capitalised.

Iridium's target markets were business travellers, industries in difficult environments, such as oil and gas exploration, and developing nations.

Unfortunately for the company, the telecoms market had changed when it came to launch almost six months ago.

Different standards still divided the US and the rest of the world but Europe, and increasingly countries outside the region, had found a common platform in GSM, the European standard for cellular telephones.

Agreements between GSM operators have seen a raft of roaming agreements that have enabled mobile phones to be used across international borders. At a stroke, it

also undermined the "use anywhere" benefit promised by Iridium.

Technology has driven other changes in cellular telephony. The size and weight of phones has been shrinking at a rapid rate. At the same time, power and functionality have increased. The Iridium phone, on the other hand, weighed and looked like a small housebrick.

And while terrestrial cellular call rates and phone equipment costs have fallen as dramatically, Iridium came to the market with call charges as high as \$7 a minute and handsets selling for about \$3,000.

In addition, in a highly competitive mobile market, few service partners felt compelled to advertise and market a service they viewed as superfluous to their business.

Finally, software problems with the handsets meant that supplies only began to become freely available earlier this year.

The result was that by the end of the first quarter of this year, five months after the service launched, there were just 10,000 subscribers.

Motorola, which holds a 20 per cent stake, has pledged to ensure the company survives. Iridium has sent its Washington-based directors out to the field to explain the Iridium message to its ser-

vice partners and to underline the need for resources and marketing.

However, the Iridium fiasco casts a longer shadow. Globalstar Communications and ICO Global Communications are due to launch rival satellite phone services over the next 18 months.

The stock price of all three companies has crumbled in the wake of Iridium's problems - a serious development if, like ICO, you still need to raise some of the \$3bn your system costs.

Both rivals are likely to be taking a stern look at their own business models, which differ little from Iridium's, except perhaps in cheaper call rates. Wall Street analysts, who have remained relentlessly positive about the industry, are quietly removing their "buy" recommendations, in the short term at least.

Meanwhile, Iridium executives will be focusing their minds on how to get their subscriber numbers up. They had better be quick - with the Iridium satellites only having another five years of power left, they will soon have to start thinking about raising the next \$3bn to replace them.

HP, BroadVision in internet link

By Louise Kehoe in San Francisco

A new generation of internet portals, geared to specific companies or markets, is at the centre of a new alliance announced yesterday by Hewlett-Packard, the computer group, and BroadVision, a leader in personalisation software.

"Companies pursuing e-commerce are increasingly diversified by being represented by just an icon on a general purpose portal website," said Nigel Ball, general manager of HP's e-services division. He predicted a second generation of "

Opportunities

FINANCIAL TIMES TUESDAY APRIL 27 1999 *

25

First Union
to purchase
brokerage

Calling all Telecom Italia Ordinary Shareholders.

Olivetti's Offer to Acquire 100 per cent of the Ordinary Share
Capital of Telecom Italia begins on Friday 30 April 1999.

The Offer is open until Friday 21 May 1999.

The Offer Prospectus can be obtained by calling +39-0125-522314
or by downloading the document
from Olivetti's Internet site www.olivetti.com

Arrangements for the official launch presentation
of Olivetti's Offer to the international
financial community will be communicated shortly.

This document is not an offer of securities for sale in the United States of America. Securities may not be offered or sold in the United States of America absent registration or an exemption from registration. The securities to be issued either pursuant to the Offer or the capital increases of Olivetti and Tecnosc have not been, and will not be, registered under the United States Securities Act of 1933, as amended, and may not be offered, sold or delivered, directly or indirectly, in the United States of America.

The Offer has not been, and will not be, made directly or indirectly in the United States of America, or by use of the U.S. mail or any U.S. means or instrumentality of U.S. interstate or foreign commerce or any facility of a U.S. national securities exchange. This includes, but is not limited to, facsimile transmission, electronic mail, telex, telephone or the internet. Accordingly, copies of the offering documents for the Offer will not be, and must not be, mailed or otherwise transmitted or distributed in or into the United States of America. Any purported acceptance of the Offer resulting directly or indirectly from a violation of the foregoing restrictions will be invalid.

olivetti

JPV isolates

FINANCIAL TIMES TUESDAY APRIL 27 1999 *

27

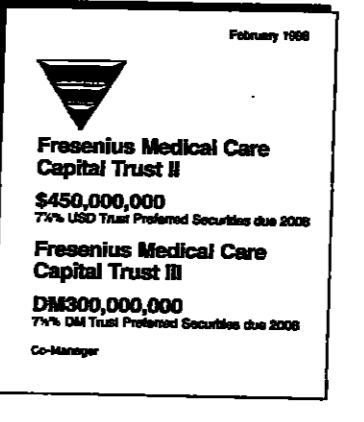
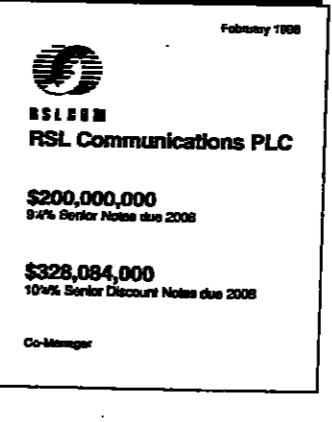
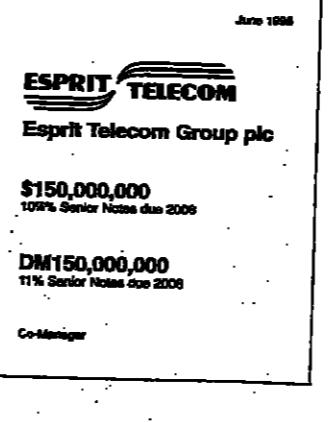
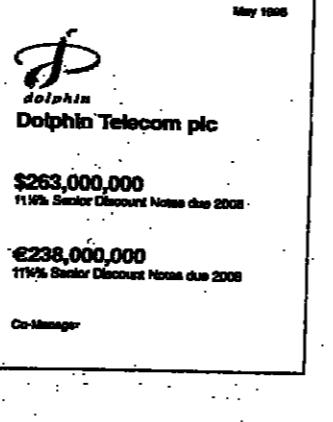
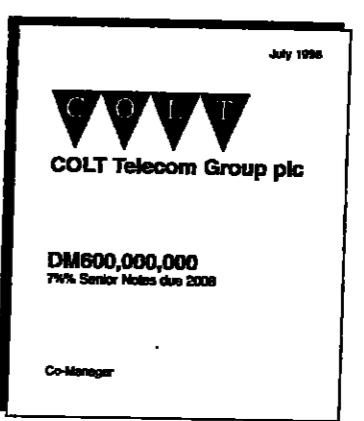
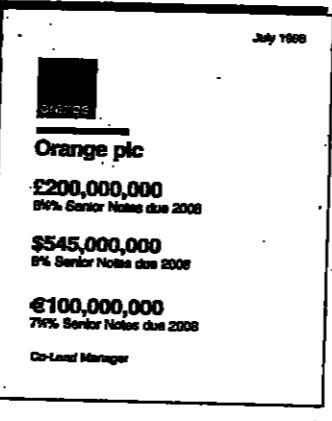
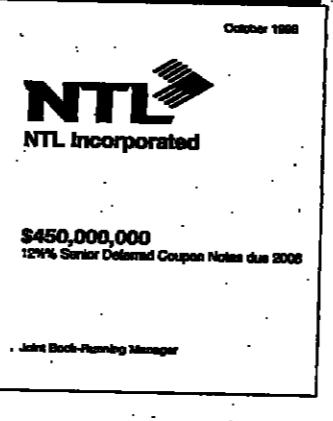
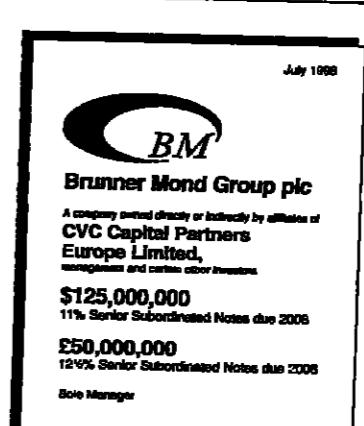
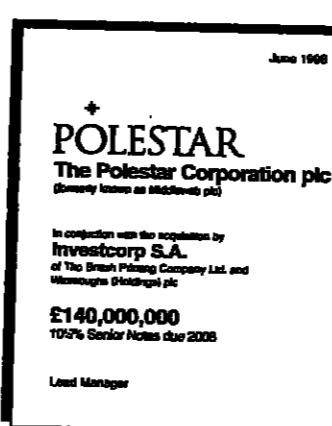
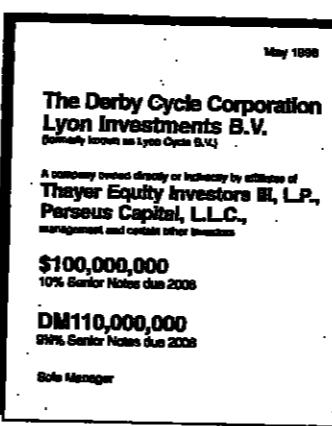
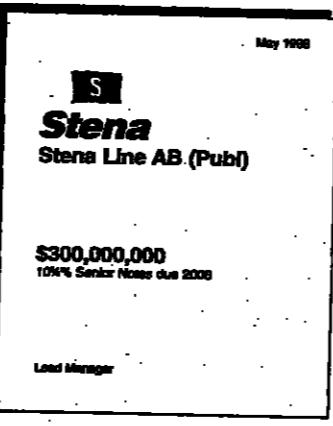
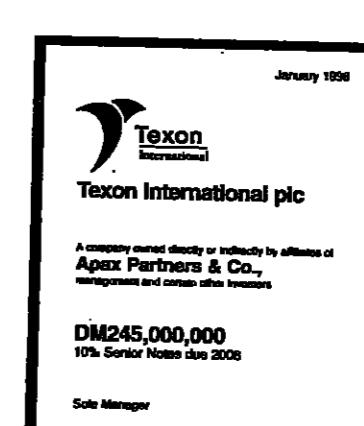
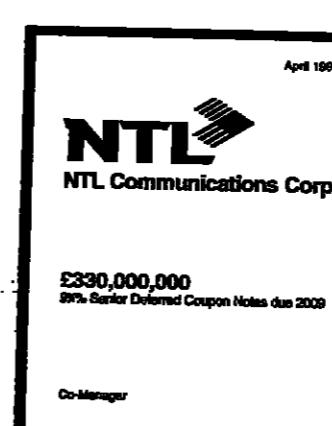
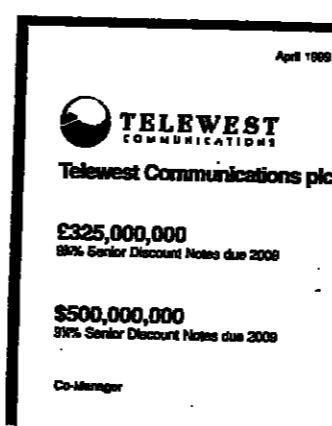
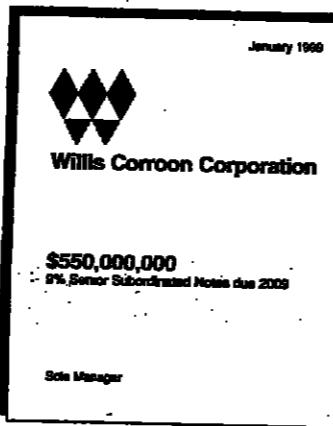


*Building on our relationships
and capital raising strength,*

*Chase is leading the way in
European high yield finance.*

Last year, Chase managed over \$6 billion in European high yield new issues, representing 44% of the total amount raised in this market. This year, that momentum continues. Year-to-date, we have managed over \$1.5 billion in European high yield debt. Our position as the world leader in leveraged finance is based on our global capital raising expertise and the powerful relationships we have built with issuers and investors around the world.

Call us to put our world-class resources to work for you.



CHASE. The right relationship is everything.

© 1999 The Chase Manhattan Corporation. These offerings were underwritten by Chase Securities Inc., Chase Manhattan International Limited and Chase Manhattan Bank AG. The foregoing Chase entities are separate subsidiaries of The Chase Manhattan Corporation. Chase Securities Inc. is a Member NASD/SIPC. Issued and approved by Chase Manhattan International Limited - Regulated by the SFA. The products and services featured above are not available to private customers in the U.K. These announcements appear as a matter of record only.

ERICSSON

COMPANIES & FINANCE: UK

Bradford & Bingley votes for conversion

By Christopher Brown-Hynes

The building society movement was shaken yesterday after members of Bradford & Bingley ignored the board and backed plans to convert into a bank.

Up to 3m members could receive windfalls averaging £1,000 (£1,610) each as a result of a vote in favour of a conversion resolution originally sponsored by a 35-year-old plumber from Northern Ireland.

The success of Stephen Major's campaign to overturn the mutual status of

Bradford & Bingley, the UK's second largest building society, is the first time members have voted against a board's wishes.

It marks a devastating defeat for the entire movement, which, following earlier conversions, will be seen as increasingly irrelevant in terms of influencing mortgage and savings market pricing. B&B said it would list as an independent bank next year, scrapping its mutual status after 149 years.

There was immediate speculation that predators could try to disrupt B&B's conver-

sion plans as many banks and life insurers are awash with surplus capital.

Analysts suggested both Halifax and Abbey National as possible candidates, but the society itself might prefer an overseas buyer because it might be allowed greater independence.

Lindsay Mackinlay, B&B chairman, said "Predators are most unwelcome".

The society, which has 3m customers and more than 3 per cent of the mortgage and savings markets, could be worth more than £2bn, said one analyst.

The end of mutual status was announced at B&B's annual meeting in a marquee on a cricket pitch outside B&B's headquarters in Bingley, Yorkshire.

It was a personal triumph for Mr Major whose low-key campaign achieved instant success, in stark contrast to the failed conversion attempts of Michael Harman, the self-styled carpet-bagger and predator.

The society, which has 3m customers and more than 3 per cent of the mortgage and savings markets, could be worth more than £2bn, said one analyst.

2.5m eligible voters. The figures were 957,000 in favour of conversion and 586,000 pro-mutual votes. A clearly defeated Mr Mackinlay said:

"Above all else, mutuality is about listening to members. We have acted democratically."

He blamed the defeat on low interest rates which had reduced the benefits of mutuality and increased the attractions of a windfall.

Christopher Rodrigues, chief executive, whose pro-mutual stance has frequently been questioned because of his non-mutual background, said: "It's in the

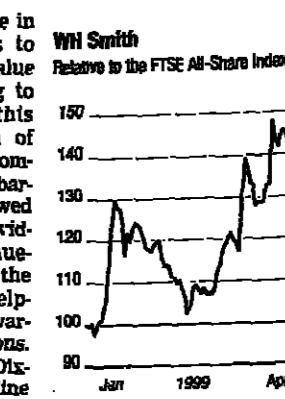
long term interest of members to remain a mutual. But we will be pro-consumer as a bank."

The board is now in the difficult position of having to advocate conversion when it has argued in favour of remaining mutual. It said it was "inevitable" that mortgage rates would go up and savings rates would fall.

The result is likely to prompt an urgent assessment of strategy by other building society boards. However, many have already taken measures to make conversion votes harder.

COMMENT

WH Smith



Yesterday's 5 per cent rise in WH Smith shares takes to over £450m (\$725m) the value

the market is attributing to its online service. Is this rational? The provision of internet access is now a commoditised business, low barrier to entry have allowed some 40 free service providers to spring up. Revenue-sharing kickbacks from the phone companies and help-line fees alone cannot warrant these heady valuations.

So for WH Smith, as for Dixons, the success of its online business will depend on advertising revenues. Here Smith's focus on schoolchildren looks a disadvantage: advertising to children is less lucrative than to their parents. And it is far from being the first in the market: around 80 per cent of page views are generated by just 1 per cent of sites, largely those with established brands. This leaves much depending on its e-commerce revenues. Competing against Amazon.com and the rest will be tough. Smith should be able to find a credible, defensive niche. But that is more than in the price.

First Leisure/Cannons

So farewell First Leisure. Plans to demerge its core health and fitness division to rival operator Cannons signal the leisure group's long-awaited break-up. This must be a poignant moment for Michael Grade, who arrived at the family-linked business years ago promising great things. Sadly, these did not materialise: the shares underperformed the market by nearly 40 per cent over the last year.

Still, if First Leisure shareholders end up with 50 per cent of the merged health and fitness company's equity, as rumoured, they will be doing well. There are even suggestions that First Leisure will inject some debt into the new company. With its fitness division's operating profits forecast at £13.5m next year, against £18m for Cannons, a 43.45 per cent share for First Leisure would seem a fair split.

This is confirmed if First Leisure's health and fitness earnings are put on Cannons' 2000 earnings multiple of 22. This implies a value of about £220m, or well short of Cannons' own market capitalisation of £287m. Some premium is warranted given the market power created by forging an industry leader, but probably not this much. If Mr Grade can produce similarly attractive deals for First Leisure's rump assets - nightclubs, bars and bowling - his record will look vastly improved.

Europower expands in US via Voss buy

Europower is paying \$6m (£3.7m) to buy the principal US distributor of its hoses and couplings.

The group, formerly known as Brasway, has reported sales of \$63.7m, net of charges of \$900,000, after exceptional charges of \$484,000; net assets were \$1.8m.

www.FT.com

Airtours made informal approach to First Choice

By Scherzerzade Domestic Leisure Industries Correspondent

Airtours, the UK tour operator, broke off an exploratory takeover approach to First Choice last month, when the UK's third largest tour operator rebuffed the approach by announcing a £1.4bn (\$2.25bn) merger with Switzerland's Kuoni.

Neither First Choice nor Airtours would comment but it is understood that Airtours approached First Choice informally about a merger. First Choice said nine weeks ago that it had received unspecified bid approaches. Airtours terminated the offer of further talks when First Choice announced its merger agreement.

Airtours is now planning a hostile all-paper counter-bid for First Choice which, if successful, would make it the UK's largest tour operator, a position occupied by Thomson Travel Group for more than 25 years.

It is the second time within a decade that Airtours has approached First Choice, previously known as Owners Abroad. It made informal contact in 1992 only to mount an unsuccessful hostile bid in 1993 when rebuffed.

Both First Choice and Thomson last week warned Airtours against mounting such a bid which would be likely to trigger competition concerns.

First Choice and Kuoni yesterday revealed a planned down executive board for Kuoni Holdings - the name of the planned merged group - in their offer document released to share-

holders. First Choice's Peter Long will step up from managing director of UK operations to group chief executive while Kuoni's Daniel Affleck will rise from deputy chairman to executive chairman.

Ian Clubb and Riccardo Gullotti assume the reduced roles of non-executive chairman and non-executive director, respectively.

Mr Gullotti will receive £4.5m in compensation, including a £246,500 pension contribution. Mr Clubb will receive £543,500 in compensation.

Analysts yesterday expressed disappointment that the document failed to quantify synergy benefits which they estimate at £10m-£12m. However, the merger will cost £25m to effect, of which £12m is payable to financial intermediaries.

Shareholders from each group would have approximately equal shareholdings in the merged company, although it is unclear which would have the upper hand.

First Choice said: "These discussions have not yet reached a conclusion." However, the talks are at an advanced stage and a deal

First Leisure confirms Cannons fitness talks

By Scherzerzade Domestic Leisure Industries Correspondent

First Leisure and Cannons Group confirmed yesterday that they are in talks about an all-paper merger of their health and fitness businesses to create the largest group in the UK.

Under the plan being discussed First Leisure would spin off its health and fitness business. This would then be merged with Cannons which would issue shares to First Leisure shareholders.

Shareholders from each group would have approximately equal shareholdings in the merged company, although it is unclear which would have the upper hand.

Analysts yesterday expressed disappointment that the document failed to quantify synergy benefits which they estimate at £10m-£12m. However, the merger will cost £25m to effect, of which £12m is payable to financial intermediaries.

Shareholders from each group would have approximately equal shareholdings in the merged company, although it is unclear which would have the upper hand.

First Leisure said: "These discussions have not yet reached a conclusion." However, the talks are at an advanced stage and a deal

could be struck shortly.

Bruce Jones, leisure analyst at Merrill Lynch said he expected the new fitness company to be worth about £330m (\$583m), about twice Cannons' current market value.

It is understood that Michael Grade, chief executive of First Leisure would remain with the rump of the business which includes nightclubs, bars and ten-pin bowling.

First Leisure shareholders trading at 30 per cent discount to the market on 1999 forecast pre-tax profits of £34m, despite the company's exposure to the highly-rated health and fitness market.

The proposed merger of the health and fitness operations could be one way of unlocking shareholder value, according to analysts.

US groups dig deep to win the right to get switched on

PowerGen has become the latest in a series of deals which is widening competition, write Andrew Taylor and Thorold Barker

The deep pockets of US power companies have once again prevailed in an auction to buy European electricity assets.

Mission Energy, part of the California-based Edison International energy group, is understood to have agreed to pay almost £1.8bn for two coal-fired power stations owned by PowerGen, the UK's third largest generator.

The purchase comes just seven weeks after Reliant Energy agreed to buy Energyproduktbedrijf (UNA), a Dutch power utility, for £2.4bn (£3.5bn). UNA, one of four Dutch generators, has about 20 per cent of the local market.

The allure of Europe for cash-rich US power utilities has been enhanced by a European Union directive, triggered in February, requiring just over a quarter of the EU's electricity supply market to be opened to competition to be opened to competition.

The government is returning for the sale of the two PowerGen plants and Dax has withdrawn its objections to the generators buying electricity supply businesses which will give the companies their first direct link with domestic customers.

PowerGen last year bought East Midlands Electricity for £1.9bn while National Power is buying the supply business of Midland Electricity for about £200m.

The disposals, together with previous enforced plant sales, will reduce the combined market share of the two generators from 78 per cent in England and Wales in 1990 to about 27 per cent.

National Power and PowerGen's market shares

are increasing competition and reduce market share anyway, through the gradual erosion of sales as new gas-fired power stations come on stream.

It can be argued that the generators are gaining a high price for assets which longer term will generate lower margins either through increased competition, new trading arrangements or just tougher price controls by the regulator.

The generators, meanwhile, have been able to satisfy their strategic aims of purchasing supply interests.

Exposure to generation

and retail supply should enhance the power trading ability of the generators, but will the enforced disposals increase competition and reduce prices in the short term?

Iain Turner, utilities analyst at BT Alex Brown, says: "Just because the stations have changed ownership it doesn't necessarily mean competition will increase. There won't be a price war because going for market share won't maximise profits".

The high price thought to have been paid by Mission Energy - Dax is expected to fetch about £2bn - would suggest that it would not be in the best interest of the new owners to compete too strongly on price.

National Power and PowerGen's market shares

have already fallen below the level that would cause competition concerns in most industries. But this is not the same as the price setting power of the companies.

British Energy, which is the market leader - the chart refers only to England and Wales - but as a nuclear producer it does not set prices, unlike the large fossil fuel generators.

Industry leaders, however,

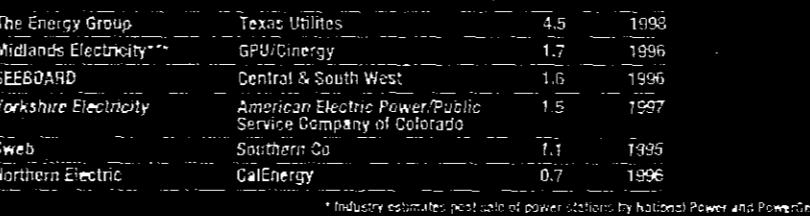
expect prices to decline by at least 10 per cent in real terms over the next five years. Simon Taylor of Salomon Brothers, the broker, says: "They (wholesale prices) fell by about 5 per cent in real terms last year and are only going one way. The question is how quickly."

Concern over future generation prices is partly reflected in a 25 per cent fall in PowerGen's share price

relative to the FTSE All-Share Index since September. National Power's share price has fallen 30 per cent over the same period.

The question for investors in US power companies is whether the high prices being offered for electricity assets will be justified. As one banker put it last week in these auctions "will be the one who makes the biggest mistake on the valuation".

Industry estimates: market share of power stations by National Power and PowerGen



Source: OFGEM industry estimates. *Includes power stations owned by National Power and PowerGen

UK utility US owner Take over date (\$bn) Year of take-over

The Energy Group Texis Utilities 4.5 1993

Midlands Electricity GPU/Gemini 1.7 1996

SEBBOARD Central & South West 1.6 1996

Yorkshire Electricity American Electric Power/Public Service Company of Colorado 1.5 1997

Swed Southern Co 1.1 1995

Northern Electric CalEnergy 0.7 1996

Source: OFGEM industry estimates. **Includes power stations owned by National Power and PowerGen

Note: The figures do not add up to 100% due to rounding errors

plans on March 24 to team up with Microsoft, the US software group, and British Telecommunications to develop a portal or gateway to the internet.

The much-awaited launch pushed WH Smith shares up 38p, or 5 per cent, to 778.4p. The shares have already benefited from the internet strategy - rising 11 per cent, their sharpest ever rise - after WH Smith unveiled

RESULTS

Turnover (£m) Pre-tax profit (£m) EPS (£) Date of payment (£) Dividends (pence/share declared) Total for year Total net for year

BATH Advanced 96 Yr to Dec 31 18.1 (10.5) 1.6 (4.8) 3.02/2.25 June 21 5.025 0.5/0.25 0.5/0.25

Boat (Henry) Yr to Dec 31 17.2 (18.2) 10.6 (10.1) 2.91 (2.7) 6.2 8.1 6.5

Coldwell Banker Yr to Dec 31 12.3 (13.8) 0.6/0.4 (0.35/0.4) 0.48 (0.21) 0.8 June 30 0.8 1.225 1.225

Evans West 96 Yr to Dec 31 1.1 (0.3) 0.137 (0.179) 0.1 (0.2) - - -

Hast (William) 96 Yr to Dec 31 5.3 (6.2) 2.84 (3.22) 2.38 (2.04) 5.3 June 1 5.3 8 8

Hill Thomas 96 Yr to Dec 31 11.1 (11.4) 14.2 (10.2) 5.1 (5.7) 1.6 (1.2) 1.6 (1.2) - - -

Interconnects 96 Yr to Dec 31 1.5 (1.2) 0.42 (0.32) 0.2 (0.1) - - -

Prudential 96 Yr to Dec 31 2.5 (2.2) 0.62 (0.52) 0.2 (0.1) - - -

Recycling Services 96 Yr to Dec 31 2.7 (

COMMODITIES & AGRICULTURE

Rubber meeting leaves Iro in limbo

By Paul Solman in London and Sheila McMillan in Kuala Lumpur

The international pact on natural rubber prices looks certain to fall apart after members failed to find a formula to keep key producers on board.

The International Natural Rubber Organisation (Inro), which includes leading producing and consuming countries, met in Kuala Lumpur last week in an effort to stop Thailand and Malaysia from leaving the organisation.

Both countries - the world's largest and third

largest natural rubber producers - have criticised Inro for failing to support prices, which have fallen more than 30 per cent since the beginning of last year.

Their resignation would deny Inro a large part of its funding, which is used to buy rubber to support the market, effectively spelling the end of the organisation as a viable force.

However, no deal was reached - largely because Inro's rubber-producing members had failed to pay their contributions and were therefore ineligible to vote.

"The meeting leaves Inro in limbo," a rubber trader said yesterday. "It's very frustrating that they didn't do anything decisive, and it's no help to the market."

Inro did agree to reduce its reference price by 5 per cent to 204.20 Malaysian/Singapore cents/kg from the previous level of 214.86. The price, denominated in a hybrid currency of the Malaysian ringgit and the Singapore dollar, is used to determine when Inro intervenes.

It also considered a proposal to denominate the reference price in a single cur-

rency, the Singapore dollar, and issues arising from the withdrawal of Malaysia, including the location of its headquarters.

It is due to meet again in September, only a month before Malaysia's resignation takes effect. Thailand is scheduled to leave in March 2000.

Industry insiders are sceptical that anything can be done to prevent the break-up of the organisation.

"Inro thinks it has bought itself some time, but there's nothing it can do in the market because it has no

money," a trader said. "It has been calling for offers in the market recently but it's unable to buy anything because it doesn't have the money."

Inro did not return messages left yesterday.

Meanwhile, Thailand and Malaysia are said to be considering measures to support their internal rubber markets, including banning

Gold slips on New York fund selling

MARKETS REPORT

By Gill O'Connor and Paul Solman

Gold slipped to \$281.50 an ounce in London yesterday afternoon, \$2 below Friday's close and below the \$282.50 to \$285 range within which it has been trading recently.

Traders said the move was the result of selling by funds in New York, after the weekend suggestion that International Monetary Fund gold sales would total 18m ounces.

Analysts pointed out that there had been no change in the fundamentals.

Even if gold sales are discussed at today's interim IMF meeting, no actual decision to sell will be taken before the autumn meeting. Also, the market has long been taking it for granted that a sale will be approved, and figures of both 5m and 10m ounces have already been mentioned.

The situation is expected to become critical if there is not more rain in jute growing areas for a prolonged period.

As the crop prospects for next season are uncertain, raw jute prices have continued to firm. In one month,

FIBRES DRY SPELL HITS INDIA, BANGLADESH

Jute crops under threat from drought

By Kunal Bose

in Calcutta

A worldwide shortage of jute during the 1998-2000 growing season, which runs from July to June, looks likely as a result of a severe drought that has hit soil preparation and sowing work in India and Bangladesh, the two largest producers of the commodity.

The situation is expected to become critical if there is not more rain in jute growing areas for a prolonged period.

India is expected to start the next season with stocks of about 1.2m bales of jute of 180 kg each, compared with 3m bales on July 1 1998.

Bangladesh's opening stocks are forecast to fall to less than 800,000 bales from more than 2m bales last year.

The more affluent Indian mills have decided to import large quantities of raw jute from Bangladesh, which always has a big export surplus.

Trade officials say that China, which has poor stocks of raw jute, as well as Pakistan, Brazil, Ivory Coast and European countries, will also be big buyers of Bangladeshi fibre next season.

India's production in the current year has fallen to less than 8m bales from 11.5m bales in 1997-98. The crop in Bangladesh has dropped from 6.9m bales in 1997-98 to 4m bales in this season.

"It is still early to make a forecast of the next crop in India and Bangladesh," said Mr Wadhwa, managing director of Champdany, India's biggest producer of jute goods.

The adjoining areas in Bangladesh are also experiencing drought. I hope there will be a few showers by the first week of May. The damage will then be controlled to some extent," said Mr Wadhwa.

Cotton dropped to another six-year low on the London International Financial Options Exchange, the May contract ending at \$268, down \$11 from Friday's close.

"Canadian gas companies

have truly entered a new era of unrestrained access to US markets."

The alarm bells have sounded as southern parts of West Bengal, which account for nearly half of India's jute crop, have had a dry spell since December 1998," said DJ Wadhwa, managing director of Champdany, India's biggest producer of jute goods.

"The adjoining areas in

Bangladesh are also experiencing drought. I hope there will be a few showers by the first week of May. The damage will then be controlled to some extent," said Mr Wadhwa.

Sowing of jute in Assam and the northern region of West Bengal, which together grow approximately 25 per cent of the Indian crop, have been less affected by comparison.

Crude oil prices slipped below \$15.50 on the International Petroleum Exchange in London, with no fundamental news to spur the market, but recovered somewhat in late trading. Brent blend for June delivery was \$15.62 a barrel, against Friday's close of \$15.59.

The price broke through \$16 a barrel last week for the first time since the middle of last year, marking a 45 per cent rise since the beginning of the year.

Cocoa dropped to another six-year low on the London International Financial Options Exchange, the May contract ending at \$268, down \$11 from Friday's close.

"Canadian gas companies

have truly entered a new era of unrestrained access to US markets."

The alarm bells have sounded as southern parts of West Bengal, which account for nearly half of India's jute crop, have had a dry spell since December 1998," said DJ Wadhwa, managing director of Champdany, India's biggest producer of jute goods.

"The adjoining areas in

Bangladesh are also experiencing drought. I hope there will be a few showers by the first week of May. The damage will then be controlled to some extent," said Mr Wadhwa.

Sowing of jute in Assam and the northern region of West Bengal, which together grow approximately 25 per cent of the Indian crop, have been less affected by comparison.

Crude oil prices slipped below \$15.50 on the International Petroleum Exchange in London, with no fundamental news to spur the market, but recovered somewhat in late trading. Brent blend for June delivery was \$15.62 a barrel, against Friday's close of \$15.59.

The price broke through \$16 a barrel last week for the first time since the middle of last year, marking a 45 per cent rise since the beginning of the year.

Cocoa dropped to another six-year low on the London International Financial Options Exchange, the May contract ending at \$268, down \$11 from Friday's close.

"Canadian gas companies

have truly entered a new era of unrestrained access to US markets."

The alarm bells have sounded as southern parts of West Bengal, which account for nearly half of India's jute crop, have had a dry spell since December 1998," said DJ Wadhwa, managing director of Champdany, India's biggest producer of jute goods.

"The adjoining areas in

Bangladesh are also experiencing drought. I hope there will be a few showers by the first week of May. The damage will then be controlled to some extent," said Mr Wadhwa.

Sowing of jute in Assam and the northern region of West Bengal, which together grow approximately 25 per cent of the Indian crop, have been less affected by comparison.

Crude oil prices slipped below \$15.50 on the International Petroleum Exchange in London, with no fundamental news to spur the market, but recovered somewhat in late trading. Brent blend for June delivery was \$15.62 a barrel, against Friday's close of \$15.59.

The price broke through \$16 a barrel last week for the first time since the middle of last year, marking a 45 per cent rise since the beginning of the year.

Cocoa dropped to another six-year low on the London International Financial Options Exchange, the May contract ending at \$268, down \$11 from Friday's close.

"Canadian gas companies

have truly entered a new era of unrestrained access to US markets."

The alarm bells have sounded as southern parts of West Bengal, which account for nearly half of India's jute crop, have had a dry spell since December 1998," said DJ Wadhwa, managing director of Champdany, India's biggest producer of jute goods.

"The adjoining areas in

Bangladesh are also experiencing drought. I hope there will be a few showers by the first week of May. The damage will then be controlled to some extent," said Mr Wadhwa.

Sowing of jute in Assam and the northern region of West Bengal, which together grow approximately 25 per cent of the Indian crop, have been less affected by comparison.

Crude oil prices slipped below \$15.50 on the International Petroleum Exchange in London, with no fundamental news to spur the market, but recovered somewhat in late trading. Brent blend for June delivery was \$15.62 a barrel, against Friday's close of \$15.59.

The price broke through \$16 a barrel last week for the first time since the middle of last year, marking a 45 per cent rise since the beginning of the year.

Cocoa dropped to another six-year low on the London International Financial Options Exchange, the May contract ending at \$268, down \$11 from Friday's close.

"Canadian gas companies

have truly entered a new era of unrestrained access to US markets."

The alarm bells have sounded as southern parts of West Bengal, which account for nearly half of India's jute crop, have had a dry spell since December 1998," said DJ Wadhwa, managing director of Champdany, India's biggest producer of jute goods.

"The adjoining areas in

Bangladesh are also experiencing drought. I hope there will be a few showers by the first week of May. The damage will then be controlled to some extent," said Mr Wadhwa.

Sowing of jute in Assam and the northern region of West Bengal, which together grow approximately 25 per cent of the Indian crop, have been less affected by comparison.

Crude oil prices slipped below \$15.50 on the International Petroleum Exchange in London, with no fundamental news to spur the market, but recovered somewhat in late trading. Brent blend for June delivery was \$15.62 a barrel, against Friday's close of \$15.59.

The price broke through \$16 a barrel last week for the first time since the middle of last year, marking a 45 per cent rise since the beginning of the year.

Cocoa dropped to another six-year low on the London International Financial Options Exchange, the May contract ending at \$268, down \$11 from Friday's close.

"Canadian gas companies

have truly entered a new era of unrestrained access to US markets."

The alarm bells have sounded as southern parts of West Bengal, which account for nearly half of India's jute crop, have had a dry spell since December 1998," said DJ Wadhwa, managing director of Champdany, India's biggest producer of jute goods.

"The adjoining areas in

Bangladesh are also experiencing drought. I hope there will be a few showers by the first week of May. The damage will then be controlled to some extent," said Mr Wadhwa.

Sowing of jute in Assam and the northern region of West Bengal, which together grow approximately 25 per cent of the Indian crop, have been less affected by comparison.

Crude oil prices slipped below \$15.50 on the International Petroleum Exchange in London, with no fundamental news to spur the market, but recovered somewhat in late trading. Brent blend for June delivery was \$15.62 a barrel, against Friday's close of \$15.59.

The price broke through \$16 a barrel last week for the first time since the middle of last year, marking a 45 per cent rise since the beginning of the year.

Cocoa dropped to another six-year low on the London International Financial Options Exchange, the May contract ending at \$268, down \$11 from Friday's close.

"Canadian gas companies

have truly entered a new era of unrestrained access to US markets."

The alarm bells have sounded as southern parts of West Bengal, which account for nearly half of India's jute crop, have had a dry spell since December 1998," said DJ Wadhwa, managing director of Champdany, India's biggest producer of jute goods.

"The adjoining areas in

Bangladesh are also experiencing drought. I hope there will be a few showers by the first week of May. The damage will then be controlled to some extent," said Mr Wadhwa.

Sowing of jute in Assam and the northern region of West Bengal, which together grow approximately 25 per cent of the Indian crop, have been less affected by comparison.

Crude oil prices slipped below \$15.50 on the International Petroleum Exchange in London, with no fundamental news to spur the market, but recovered somewhat in late trading. Brent blend for June delivery was \$15.62 a barrel, against Friday's close of \$15.59.

The price broke through \$16 a barrel last week for the first time since the middle of last year, marking a 45 per cent rise since the beginning of the year.

Cocoa dropped to another six-year low on the London International Financial Options Exchange, the May contract ending at \$268, down \$11 from Friday's close.

"Canadian gas companies

have truly entered a new era of unrestrained access to US markets."

The alarm bells have sounded as southern parts of West Bengal, which account for nearly half of India's jute crop, have had a dry spell since December 1998," said DJ Wadhwa, managing director of Champdany, India's biggest producer of jute goods.

"The adjoining areas in

Bangladesh are also experiencing drought. I hope there will be a few showers by the first week of May. The damage will then be controlled to some extent," said Mr Wadhwa.

Sowing of jute in Assam and the northern region of West Bengal, which together grow approximately 25 per cent of the Indian crop, have been less affected by comparison.

Crude oil prices slipped below \$15.50 on the International Petroleum Exchange in London, with no fundamental news to spur the market, but recovered somewhat in late trading. Brent blend for June delivery was \$15.62 a barrel, against Friday's close of \$15.59.

The price broke through \$16 a barrel last week for the first time since the middle of last year, marking a 45 per cent rise since the beginning of the year.

Cocoa dropped to another six-year low on the London International Financial Options Exchange, the May contract ending at \$268, down \$11 from Friday's close.

"Canadian gas companies

have truly entered a new era of unrestrained access to US markets."

The alarm bells have sounded as southern parts of West Bengal, which account for nearly half of India's jute crop, have had a dry spell since December 1998," said DJ Wadhwa, managing director of Champdany, India's biggest producer of jute goods.

"The adjoining areas in

Bangladesh are also experiencing drought. I hope there will be a few showers by the first week of May. The damage will then be controlled to some extent," said Mr Wadhwa.

Sowing of jute in Assam and the northern region of West Bengal, which together grow approximately 25 per cent of the Indian crop, have been less affected by comparison.

Crude oil prices slipped below \$15.50 on the International Petroleum Exchange in London, with no fundamental news to spur the market, but recovered somewhat in late trading. Brent blend for June delivery was \$15.62 a barrel, against Friday's close of \$15.59.

The price broke through \$16 a barrel last week for the first time since the middle of last year, marking a 45 per cent rise since the beginning of

For more information contact the FT Offshore Help Desk on (+44 171) 873 4378 for more details.

OFFSHORE AND OVERSEAS

BERMUDA
(PSA RECOGNISED)

**BERMUDA
(REGULATED) ("")**

GUERNSEY
(REGISTRED)

IRELAND



Fast-track air travel to Scandinavia?

You've got it.
With more direct flights more often from the UK, there's no quicker way to get to our part of the world.

For more information about SAS, give us a ring on + 44 - (0) 181 990 7122, or visit www.sas.se – we're looking forward to seeing you on board soon!

It's pure Scandinavian

ET MANAGED FUNDS SERVICE

Offshore Funds and Insurances

FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (0114 747) 870-4200 or write to:

Offshore Funds and Insurance															
FT Clytie Unit Trust Prices are available over the telephone. Call the FT Clytie Help Desk on (+44 171) 873 4378 for more details.															
Old Mutual Unit Fd Mgrs (Isle of Man) Ltd															
JERSEY (FSA RECOGNISED)															
AIF Fund Managers (C) Ltd															
ABG Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															
AIF Growth Fund (Isle of Man) Ltd															

Highs & Lows shown on a 52 week basis

WORLD STOCK MARKETS

	+/-	High	Low	Y/M	PE		+/-	High	Low	Y/M	PE		+/-	High	Low	Y/M	PE		+/-	High	Low	Y/M	PE		+/-	High	Low	Y/M	PE		
EUROPE (EMU) Prices in €																															
AUSTRIA (Apr 26) 1 € = 12.7603 Sch		74.15	74.00	69.67	64.05	1.5	4.1	Part A	1.91	-0.04	2.57	1.24	2.7	7.4	15.19	-1.11	16.10	9.3	7.78	22.48	12.21	2.1	2.24	2.24	2.24	2.24	2.24	2.24	2.24		
Austria	-0.44	70.04	69.73	1.5	0.9			Part B	1.98	-0.04	2.57	1.24	2.7	7.4	15.19	-1.11	16.10	9.3	7.78	22.48	12.21	2.1	2.24	2.24	2.24	2.24	2.24	2.24	2.24		
Belgium	-0.72	71.23	70.73	4.3	1.7			Part C	1.98	-0.04	2.57	1.24	2.7	7.4	15.19	-1.11	16.10	9.3	7.78	22.48	12.21	2.1	2.24	2.24	2.24	2.24	2.24	2.24	2.24		
Finland	-0.25	69.50	69.20	22.9	12.4			Part D	1.98	-0.04	2.57	1.24	2.7	7.4	15.19	-1.11	16.10	9.3	7.78	22.48	12.21	2.1	2.24	2.24	2.24	2.24	2.24	2.24	2.24		
France	-0.25	69.50	69.20	22.9	12.4			Part E	1.98	-0.04	2.57	1.24	2.7	7.4	15.19	-1.11	16.10	9.3	7.78	22.48	12.21	2.1	2.24	2.24	2.24	2.24	2.24	2.24	2.24		
Germany	-0.25	69.50	69.20	22.9	12.4			Part F	1.98	-0.04	2.57	1.24	2.7	7.4	15.19	-1.11	16.10	9.3	7.78	22.48	12.21	2.1	2.24	2.24	2.24	2.24	2.24	2.24	2.24		
Ireland	-0.25	69.50	69.20	22.9	12.4			Part G	1.98	-0.04	2.57	1.24	2.7	7.4	15.19	-1.11	16.10	9.3	7.78	22.48	12.21	2.1	2.24	2.24	2.24	2.24	2.24	2.24	2.24		
Italy	-0.25	69.50	69.20	22.9	12.4			Part H	1.98	-0.04	2.57	1.24	2.7	7.4	15.19	-1.11	16.10	9.3	7.78	22.48	12.21	2.1	2.24	2.24	2.24	2.24	2.24	2.24	2.24		
Portugal	-0.25	69.50	69.20	22.9	12.4			Part I	1.98	-0.04	2.57	1.24	2.7	7.4	15.19	-1.11	16.10	9.3	7.78	22.48	12.21	2.1	2.24	2.24	2.24	2.24	2.24	2.24	2.24		
Spain	-0.25	69.50	69.20	22.9	12.4			Part J	1.98	-0.04	2.57	1.24	2.7	7.4	15.19	-1.11	16.10	9.3	7.78	22.48	12.21	2.1	2.24	2.24	2.24	2.24	2.24	2.24	2.24		
Sweden	-0.25	69.50	69.20	22.9	12.4			Part K	1.98	-0.04	2.57	1.24	2.7	7.4	15.19	-1.11	16.10	9.3	7.78	22.48	12.21	2.1	2.24	2.24	2.24	2.24	2.24	2.24	2.24		
United Kingdom	-0.25	69.50	69.20	22.9	12.4			Part L	1.98	-0.04	2.57	1.24	2.7	7.4	15.19	-1.11	16.10	9.3	7.78	22.48	12.21	2.1	2.24	2.24	2.24	2.24	2.24	2.24	2.24		
Belgium (Apr 26) 1 € = 40.33990 Frs		10.75	10.75	10.75	10.75			GERMANY (Apr 26) 1 € = 1.05833 Drm	1.11	-0.04	1.11	1.11	1.11	1.11	1.11	-0.04	1.11	1.11	1.11	1.11	1.11	-0.04	1.11	1.11	1.11	1.11	1.11	1.11	1.11	1.11	1.11
Germany	-0.25	10.75	10.75	10.75	10.75			Germany	1.11	-0.04	1.11	1.11	1.11	1.11	1.11	-0.04	1.11	1.11	1.11	1.11	1.11	-0.04	1.11	1.11	1.11	1.11	1.11	1.11	1.11	1.11	1.11
Italy	-0.25	10.75	10.75	10.75	10.75			Germany	1.11	-0.04	1.11	1.11	1.11	1.11	1.11	-0.04	1.11	1.11	1.11	1.11	1.11	-0.04	1.11	1.11	1.11	1.11	1.11	1.11	1.11	1.11	1.11
Spain	-0.25	10.75	10.75	10.75	10.75			Germany	1.11	-0.04	1.11	1.11	1.11	1.11	1.11	-0.04	1.11	1.11	1.11	1.11	1.11	-0.04	1.11	1.11	1.11	1.11	1.11	1.11	1.11	1.11	1.11
United Kingdom	-0.25	10.75	10.75	10.75	10.75			Germany	1.11	-0.04	1.11	1.11	1.11	1.11	1.11	-0.04	1.11	1.11	1.11	1.11	1.11	-0.04	1.11	1.11	1.11	1.11	1.11	1.11	1.11	1.11	1.11
Belgium (Apr 26) 1 € = 1.05833 Drm		10.75	10.75	10.75	10.75			GERMANY (Apr 26) 1 € = 2.03971 Frs	1.11	-0.04	1.11	1.11	1.11	1.11	1.11	-0.04	1.11	1.11	1.11	1.11	1.11	-0.04	1.11	1.11	1.11	1.11	1.11	1.11	1.11	1.11	1.11
Germany	-0.25	10.75	10.75	10.75	10.75			GERMANY (Apr 26) 1 € = 2.03971 Frs	1.11	-0.04	1.11	1.11	1.11	1.11	1.11	-0.04	1.11	1.11	1.11	1.11	1.11	-0.04	1.11	1.11	1.11	1.11	1.11	1.11	1.11	1.11	1.11
Italy	-0.25	10.75	10.75	10.75	10.75			GERMANY (Apr 26) 1 € = 2.03971 Frs	1.11	-0.04	1.11	1.11	1.11	1.11	1.11	-0.04	1.11	1.11	1.11	1.11	1.11	-0.04	1.11	1.11	1.11	1.11	1.11	1.11	1.11	1.11	1.11
Spain	-0.25	10.75	10.75	10.75	10.75			GERMANY (Apr 26) 1 € = 2.03971 Frs	1.11	-0.04	1.11	1.11	1.11	1.11	1.11	-0.04	1.11	1.11	1.11	1.11	1.11	-0.04	1.11	1.11	1.11	1.11	1.11	1.11	1.11	1.11	1.11
United Kingdom	-0.25	10.75	10.75	10.75	10.75			GERMANY (Apr 26) 1 € = 2.03971 Frs	1.11	-0.04	1.11	1.11	1.11	1.11	1.11	-0.04	1.11	1.11	1.11	1.11	1.11	-0.04	1.11	1.11	1.11	1.11	1.11	1.11	1.11	1.11	1.11
Belgium (Apr 26) 1 € = 5.94675 Mts		10.75	10.75	10.75	10.75			NETHERLANDS (Apr 26) 1 € = 2.03971 Frs	1.11	-0.04	1.11	1.11	1.11	1.11	1.11	-0.04	1.11	1.11	1.11	1.11	1.11	-0.04	1.11	1.11	1.11	1.11	1.11	1.11	1.11	1.11	1.11
Belgium	-0.25	10.75	10.75	10.75	10.75			NETHERLANDS (Apr 26) 1 € = 2.03971 Frs	1.11	-0.04	1.11	1.11	1.11	1.11	1.11	-0.04	1.11	1.11	1.11	1.11	1.11	-0.04	1.11	1.11	1.11	1.11	1.11	1.11	1.11	1.11	1.11
Finland	-0.25	10.75	10.75	10.75	10.75			NETHERLANDS (Apr 26) 1 € = 2.03971 Frs	1.11	-0.04	1.11	1.11	1.11	1.11	1.11	-0.04															

NEW YORK STOCK EXCHANGE PRICES

卷之三

Advertisement

IN.SECTS (Pan European Sector Indices from EuroBench®)

The INSECTS - pan European equity sector index from Eurolistech - contains only those liquid stocks that show strong seasonal behaviour in their price-movements. Therefore, the indices really represent the core sector trend. Using the correlation of each constituent with the sector trend to weight the constituents, an even weighting is achieved ensuring maximal diversification while offering the best sector tracking available. (Weights presented with K = indicative).

Index	SEIT		Censo		Profiss.		Empregos		% Censo		SE NOC		SE NOC	
		25-04-1999		25-04-1999		25-04-1999		25-04-1999		25-04-1999		25-04-1999		25-04-1999
Esq. Prof.	92	92	92	92	92	92	92	92	-0,2	+0,0	2024	2024	1520	1520
Esp. Político/a	92	92	92	92	92	92	92	92	-0,2	+0,0	2025	2025	1525	1525
Esp. Desenvolv.	92	92	92	92	92	92	92	92	-0,2	+0,0	2026	2026	1526	1526
Adv.	92	92	92	92	92	92	92	92	-0,2	+0,0	2027	2027	1527	1527
Adv. Jurid.	92	92	92	92	92	92	92	92	-0,2	+0,0	2028	2028	1528	1528
Adv. Econ.	92	92	92	92	92	92	92	92	-0,2	+0,0	2029	2029	1529	1529
Esp. Funcionário/a	92	92	92	92	92	92	92	92	-0,2	+0,0	2030	2030	1530	1530
Esp. Empresarial	92	92	92	92	92	92	92	92	-0,2	+0,0	2031	2031	1531	1531
Esp. Docente	92	92	92	92	92	92	92	92	-0,2	+0,0	2032	2032	1532	1532
Esp. Artista	92	92	92	92	92	92	92	92	-0,2	+0,0	2033	2033	1533	1533
Esp. Esportivo/a	92	92	92	92	92	92	92	92	-0,2	+0,0	2034	2034	1534	1534
Esp. Cultural	92	92	92	92	92	92	92	92	-0,2	+0,0	2035	2035	1535	1535
Esp. Serv. Públ.	92	92	92	92	92	92	92	92	-0,2	+0,0	2036	2036	1536	1536
Esp. Profissional	92	92	92	92	92	92	92	92	-0,2	+0,0	2037	2037	1537	1537
Esp. Técnico/a	92	92	92	92	92	92	92	92	-0,2	+0,0	2038	2038	1538	1538
Esp. Serv. Soc.	92	92	92	92	92	92	92	92	-0,2	+0,0	2039	2039	1539	1539
Esp. Empregado	92	92	92	92	92	92	92	92	-0,2	+0,0	2040	2040	1540	1540

EuroSearch is an independent index provider based in Brussels. Full information on the [ULBSET5](#) and EuroSearch is available on [WWW.ULBSET5.COM](#) and [WWW.EUROSEARCH.CC](#). A free daily Email Service can be subscribed to. For hard copy information and professional and private investor contact call +32 2 505 9480 or fax +32 2 505 1386.

STOCK MARKETS

Strengthening Asia glimpses end of crisis

WORLD OVERVIEW

Strong gains in Asia followed by a number of solid performances in Europe provided equity markets with their main flavour yesterday, writes Jeffrey Brown.

Wall Street was having trouble finding direction as trading in Europe came to a close so share trading in

Frankfurt and Paris plotted a domestic course, mostly centred around a strong session for telecommunications and defence shares.

Even Deutsche Telekom, a weak market lately on concern over its planned merger with Telecom Italia, added 1.4 per cent to rise in line with the broader market. In Paris, defence leader Thomson-CSF rose 4.4 per cent as

investors, for once, drew positive conclusions from the Kosovo crisis.

But the main focus was on Asia where the re-rating story continued to run full steam ahead, helped by a swathe of debt upgrades, another rate cut in the Philippines and a favourable assessment of the region by the International Monetary Fund. Over the weekend the

fund suggested that the

NPL ratio had peaked in February at 45.6 per cent. Thai banks shot ahead, extending their gains since early February to more than 50 per cent, to lift Bangkok 3.6 per cent. Seoul rose 3.4 per cent and Kuala Lumpur 4.2 per cent.

Recent strength has meant that some Asian (admittedly depressed) earnings multiples sell in the 30 to 40

range. The market p/e in Jakarta is 30 and Bangkok 30. Seoul sells at more than 40 times 1998 earnings. However, most brokers plot share prices to book assets as the best guide to values in the region.

According to Foreign and Colonial, the fund manager, book assets in Asia trade on a price barely a fifth of the developed world.

High-techs stay firm on merger moves

AMERICAS

Wall Street was little changed in early trading. A series of merger announcements and speculation kept high-tech stocks firm, but blue chips turned easier, writes John Labatt in New York.

The deals helped to push the Nasdaq composite higher, lifting it 46.83 or 1.8 per cent to 2,637.62, in an otherwise mixed market.

Blue-chip shares were mostly lower, sending the Dow Jones Industrial Average down 16.04 at 10,673.63 at midsession. The broader Standard & Poor's 500 index was less than a point higher at 1,387.47.

In the telecoms equipment sector, Ericsson Systems surged 3.6 per cent or \$4.4 to \$32.4 after the company agreed to be acquired by General Electric.

The deal came as investors awaited an outcome in the battle for cable company MediaOne, for which AT&T has launched a hostile bid. An earlier agreement had been reached between MediaOne and Comcast, and as of midday yesterday there was no confirmation of a higher bid from Comcast.

MediaOne rose 1.5 to 75.8 while Comcast was off 0.4 to \$64.4 and AT&T shares were down 0.4 to \$52.4.

Internet shares were

mostly higher after eBay, the online auction company said it would buy the third largest auction house in the US at \$260m stock deal. eBay was up 3 per cent to \$207.5.

Weighing on the Dow were shares of Union Carbide, down 5 per cent or \$2.2 at \$43.4 after it reported quarterly results.

Drug company Merck was down 1.5% at \$74. Among Dow gainers, Procter & Gamble climbed 2.2% to \$22.5.

IBM continued to rally after last week's earnings release, climbing another 0.6 per cent to \$206. The FTSE Eurotop 100, covering countries inside and outside monetary union, climbed 30.65 to 3,014.67 while the broader FTSE Eurotop 300 settled 10.53 higher at 3,070.54.

ZURICH jumped 1.5 per cent in response to a sharp rise for Roche as the US Food and Drug Administration granted marketing approval to the pharmaceutical giant's anti-obesity drug.

Certificates in Roche shot up SF720 or 43 per cent to SF17,850. Approval for Xenical had been delayed for some months while US regulators investigated possible side-effects. The drug is seen by some analysts as a potential blockbuster with sales that could top SF1bn a year.

Novartis also had a better day, putting on SF64 to SF2,268 after last week's heavy selling in the wake of disappointing first-quarter figures.

Banks in demand in recent sessions, lost momentum. UBS underperformed, gaining just SF1 to SF20 while CS Group was SF2 higher at SF22.50.

Cyclicals were higher with ABB jumping SF15 to SF2,174.

Swatch Group pressed SF33 higher through technical resistance at SF1,000 to close at SF1,009.

Swisscom climbed SF1 to SF569 on hopes related to the company's internet business and bullish sentiment towards telecoms.

The SMU index closed with a rise of 2.6 at 7,254.7.

FRANKFURT pushed firmly ahead, rising 81.32 or 1.6 per cent to 5,269.12 on the Xetra Dax index.

Deutsche Bank improved €1.68 to €34.44 ahead of

tomorrow's first-quarter earnings statement. Software leader SAP was the day's best performer, adding €2.12 to €30.

Deutsche Telekom rallied modestly, adding 52 cents at €35.89 in advance of today's meeting between German and Italian officials at the

EUROPE

European markets closed mostly higher despite an early sell-off on Wall Street that trimmed gains in the day's star performers. Frankfurt posted the biggest advance, up 1.6 per cent, helped by a brightening economic outlook and robust rises in blue chips.

Computer services stocks were unaffected by the bout of weakness in New York. The sector turned in a hefty 7.7 per cent rise on gains in France's Cap Gemini and Germany's SAP. The four

stock strong aerospace and defence sector was up 2.3 per cent on expectations that the conflict in Kosovo would boost orders.

The FTSE Eurobloc 100 index, which covers leading companies in the euro-zone, closed 5.62 or 0.5 per cent higher to 1,062.91. The FTSE Eurotop 100, covering countries inside and outside monetary union, climbed 30.65 to 3,014.67 while the broader FTSE Eurotop 300 settled 10.53 higher at 3,070.54.

ZURICH jumped 1.5 per cent in response to a sharp rise for Roche as the US Food and Drug Administration granted marketing approval to the pharmaceutical giant's anti-obesity drug.

Certificates in Roche shot up SF720 or 43 per cent to SF17,850. Approval for Xenical had been delayed for some months while US regulators investigated possible side-effects. The drug is seen by some analysts as a potential blockbuster with sales that could top SF1bn a year.

Novartis also had a better day, putting on SF64 to SF2,268 after last week's heavy selling in the wake of disappointing first-quarter figures.

Banks in demand in recent sessions, lost momentum. UBS underperformed, gaining just SF1 to SF20 while CS Group was SF2 higher at SF22.50.

Cyclicals were higher with ABB jumping SF15 to SF2,174.

Swatch Group pressed SF33 higher through technical resistance at SF1,000 to close at SF1,009.

Swisscom climbed SF1 to SF569 on hopes related to the company's internet business and bullish sentiment towards telecoms.

The SMU index closed with a rise of 2.6 at 7,254.7.

FRANKFURT pushed firmly ahead, rising 81.32 or 1.6 per cent to 5,269.12 on the Xetra Dax index.

Deutsche Bank improved €1.68 to €34.44 ahead of

tomorrow's first-quarter earnings statement. Software leader SAP was the day's best performer, adding €2.12 to €30.

Deutsche Telekom rallied modestly, adding 52 cents at €35.89 in advance of today's meeting between German and Italian officials at the

Bankinter and Banco Popular outperformed the market after CSEB raised its recommendation on the stocks. Banco Popular added €2.85 to €88.75 after Deutsche Bank provided additional support by raising its target price. Bankinter closed €1.65 higher at €39.80.

Power group Endesa closed 32 cents higher at €21.21 ahead of its shareholder meeting today. The stock fell 16 per cent in two weeks, but began recovering last week as it became the sole contender for control of Endesa Chile. But the decision by rating agency Fitch IBCA to maintain its negative stance on the stock put a lid on gains.

The general index finished 0.08 higher at 880.38.

STOCKHOLM rose in line with other European markets, helped by gains in market heavyweight Ericsson. Shares in the company rose SKr9 to SKr22 on talk that

PARIS got an early boost from robust performances in oil, high-tech and defence stocks. But the CAC-40 index later lost some momentum to finish 21.97 or 0.5 per cent ahead at 4,284.40 after a 2.7 per cent fall last week.

Volatile Thomson-CSF was among the day's biggest risers, adding €1.20 to €28.26. Traders said rising expectations that Nato would commit ground troops to Kosovo was behind the rise.

In the technology sector, Cap Gemini added €3.60 or 6.50 per cent to €54.11 after its chairman said he was considering an ASX acquisition to increase the company's range of products.

Elf-Aquitaine rose sharply

on newspaper reports that the French government was seeking to merge it with its rival Total. Meanwhile, Lehman Brothers raised its 12-month price target for the two companies, providing additional support.

Elf also rumoured to be a

bid target for a foreign operator, closed €4 higher at €135, while Total shed 70 cents to €116.90.

MADRID ended flat despite some impressive gains from a handful of banking stocks.

The SMU index closed with a rise of 2.6 at 7,254.7.

FRANKFURT pushed firmly ahead, rising 81.32 or 1.6 per cent to 5,269.12 on the Xetra Dax index.

Deutsche Bank improved €1.68 to €34.44 ahead of

tomorrow's first-quarter earnings statement. Software leader SAP was the day's best performer, adding €2.12 to €30.

Deutsche Telekom rallied modestly, adding 52 cents at €35.89 in advance of today's meeting between German and Italian officials at the

Bankinter and Banco Popular outperformed the market after CSEB raised its recommendation on the stocks. Banco Popular added €2.85 to €88.75 after Deutsche Bank provided additional support by raising its target price. Bankinter closed €1.65 higher at €39.80.

Power group Endesa closed 32 cents higher at €21.21 ahead of its shareholder meeting today. The stock fell 16 per cent in two weeks, but began recovering last week as it became the sole contender for control of Endesa Chile. But the decision by rating agency Fitch IBCA to maintain its negative stance on the stock put a lid on gains.

The general index finished 0.08 higher at 880.38.

STOCKHOLM rose in line with other European markets, helped by gains in market heavyweight Ericsson. Shares in the company rose SKr9 to SKr22 on talk that

PARIS got an early boost from robust performances in oil, high-tech and defence stocks. But the CAC-40 index later lost some momentum to finish 21.97 or 0.5 per cent ahead at 4,284.40 after a 2.7 per cent fall last week.

Volatile Thomson-CSF was among the day's biggest risers, adding €1.20 to €28.26. Traders said rising expectations that Nato would commit ground troops to Kosovo was behind the rise.

In the technology sector, Cap Gemini added €3.60 or 6.50 per cent to €54.11 after its chairman said he was considering an ASX acquisition to increase the company's range of products.

Elf-Aquitaine rose sharply

on newspaper reports that the French government was seeking to merge it with its rival Total. Meanwhile, Lehman Brothers raised its 12-month price target for the two companies, providing additional support.

Elf also rumoured to be a

bid target for a foreign operator, closed €4 higher at €135, while Total shed 70 cents to €116.90.

MADRID ended flat despite some impressive gains from a handful of banking stocks.

The SMU index closed with a rise of 2.6 at 7,254.7.

FRANKFURT pushed firmly ahead, rising 81.32 or 1.6 per cent to 5,269.12 on the Xetra Dax index.

Deutsche Bank improved €1.68 to €34.44 ahead of

tomorrow's first-quarter earnings statement. Software leader SAP was the day's best performer, adding €2.12 to €30.

Deutsche Telekom rallied modestly, adding 52 cents at €35.89 in advance of today's meeting between German and Italian officials at the

Bankinter and Banco Popular outperformed the market after CSEB raised its recommendation on the stocks. Banco Popular added €2.85 to €88.75 after Deutsche Bank provided additional support by raising its target price. Bankinter closed €1.65 higher at €39.80.

Power group Endesa closed 32 cents higher at €21.21 ahead of its shareholder meeting today. The stock fell 16 per cent in two weeks, but began recovering last week as it became the sole contender for control of Endesa Chile. But the decision by rating agency Fitch IBCA to maintain its negative stance on the stock put a lid on gains.

The general index finished 0.08 higher at 880.38.

STOCKHOLM rose in line with other European markets, helped by gains in market heavyweight Ericsson. Shares in the company rose SKr9 to SKr22 on talk that

PARIS got an early boost from robust performances in oil, high-tech and defence stocks. But the CAC-40 index later lost some momentum to finish 21.97 or 0.5 per cent ahead at 4,284.40 after a 2.7 per cent fall last week.

Volatile Thomson-CSF was among the day's biggest risers, adding €1.20 to €28.26. Traders said rising expectations that Nato would commit ground troops to Kosovo was behind the rise.

In the technology sector, Cap Gemini added €3.60 or 6.50 per cent to €54.11 after its chairman said he was considering an ASX acquisition to increase the company's range of products.

Elf-Aquitaine rose sharply

on newspaper reports that the French government was seeking to merge it with its rival Total. Meanwhile, Lehman Brothers raised its 12-month price target for the two companies, providing additional support.

Elf also rumoured to be a

bid target for a foreign operator, closed €4 higher at €135, while Total shed 70 cents to €116.90.

MADRID ended flat despite some impressive gains from a handful of banking stocks.

The SMU index closed with a rise of 2.6 at 7,254.7.

FRANKFURT pushed firmly ahead, rising 81.32 or 1.6 per cent to 5,269.12 on the Xetra Dax index.

Deutsche Bank improved €1.68 to €34.44 ahead of

tomorrow's first-quarter earnings statement. Software leader SAP was the day's best performer, adding €2.12 to €30.

Deutsche Telekom rallied modestly, adding 52 cents at €35.89 in advance of today's meeting between German and Italian officials at the

Bankinter and Banco Popular outperformed the market after CSEB raised its recommendation on the stocks. Banco Popular added €2.85 to €88.75 after Deutsche Bank provided additional support by raising its target price. Bankinter closed €1.65 higher at €39.80.

Power group Endesa closed 32 cents higher at €21.21 ahead of its shareholder meeting today. The stock fell 16 per cent in two weeks, but began recovering last week as it became the sole contender for control of Endesa Chile. But the decision by rating agency Fitch IBCA to maintain its negative stance on the stock put a lid on gains.

The general index finished 0.08 higher at 880.38.

STOCKHOLM rose in line with other European markets, helped by gains in market heavyweight Ericsson. Shares in the company rose SKr9 to SKr22 on talk that

PARIS got an early boost from robust performances in oil, high-tech and defence stocks. But the CAC-40 index later lost some momentum to finish 21.97 or 0.5 per cent ahead at 4,284.40 after a 2.7 per cent